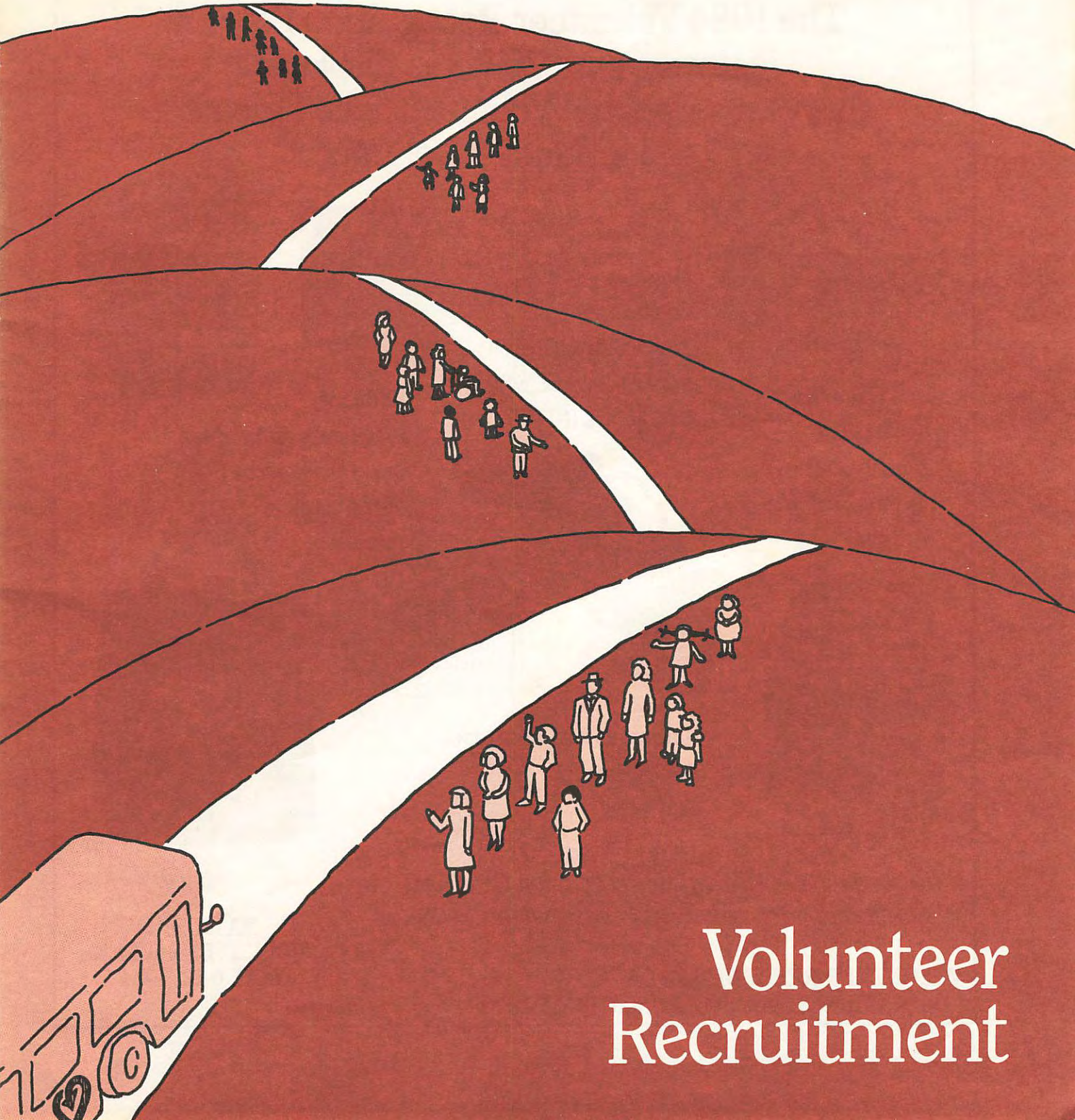
Voluntary Action Leadership

WINTER 1984

Inside: The Annual Status Report on Volunteering



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Voluntary Action Leadership

WINTER 1984

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Toward A Healthy Volunteer Community

SEVEN YEARS AGO, *VAL'S* FIRST RECRUITMENT feature focused on attracting nontraditional volunteers. Borrowing from the more established marketing profession, the authors showed how a volunteer director could apply basic marketing concepts to recruiting these "neglected market segments." Today, volunteer administrators must consider the changing make-up of the volunteer community when designing their recruitment plans. No longer can they assume that the "traditional" white, middle-class and married lady volunteer will always be available and that her "nontraditional" counterparts never have been tapped before.

In this issue's recruitment feature, we present two practical pieces that acknowledge the current tough competition for any kind of volunteer. In "Preparing An Effective Recruitment Campaign," Rick Lynch draws from his consulting experiences with various nonprofits on basic management systems, many of which include volunteer recruitment efforts. Repeatedly stressing the importance of step-by-step planning, he asks six major questions to assist in that process. His discussion is filled with examples and concrete tips for implementing a successful volunteer recruitment campaign.

These "basics" are followed by a specific idea for recruiting volunteers. Once again, we find that adapting the techniques of another field can be very appropriate to many aspects of volunteer administration. In this case, Rick Ensman shows how the fundraiser's annual appeal can be used just as successfully to recruit volunteers as it is to raise dollars. Not only does it save lots of time and money, Ensman says, but an annual volunteer appeal also is easier to publicize. And its design can give potential volunteers a sweeping view of a program's needs, so that they can "pick and choose assignments without fearing that better opportunities might come up a week later."

It is clear from these two articles that volunteer recruitment in 1984 means more emphasis on technique, not theory. As the past decade has shown, the field has grown tremendously in its recognition of the size and shape of the volunteer community and its corresponding ability to promote this natural resource. But the field cannot rest on this milestone. In his annual status report on volunteering, Kenn Allen says, "We must get even better at marketing our idea .... We are in peril if we do not recognize that a healthy volunteer community is dependent on the ability and willingness of people to volunteer."

Allen uses the occasion of his tenth anniversary with VOLUNTEER (and its predecessor organization, The National Center for Voluntary Action) to look back on the volunteer community's growth and development. He concludes with a list of priorities for the next ten years.

We are pleased to highlight this year's status report with the results of the latest Gallup Survey on Volunteering. It was conducted last fall as a public service for VOLUNTEER. You'll see that the new statistics support the original 1981 Gallup Poll. They even indicate some gains in the involvement of those once "nontraditional" volunteer sources.

Elsewhere in this issue, VOLUNTEER's survey of the Voluntary Action Center rounds out our picture of the volunteer community in 1984. You'll discover an interesting diversity among the VACs in structure and operations, but that their basic purpose remains the same: to increase and strengthen volunteering at the local level.

I hope you enjoy this issue.

* * * * * *

Correction: My apologies to Marlene Wilson and Julita Martinez Stone, authors of the two books that were reviewed in the last (fall 1983) issue. The book titles were reversed inadvertently over each review, causing initial confusion to some readers.

Brenda Hanlon

Voluntary Action NEWS

Rose Parade Highlights

VOLUNTEER, AAL Salute the Volunteer, Win Theme Prize

VOLUNTEER and Aid Association for Lutherans (AAL), cosponsors of the third float in the line-up for the Tournament of Roses Parade on January 2, won the prize for best representation of the theme, "A Salute to the Volunteer."

"What we set out to be was not 'most beautiful' or 'funniest,' " said VOLUNTEER President Ken Allen. "We wanted to have the 'most appropriate' float, one that would show in all seriousness the scope and spirit of volunteering."

The AAL/VOLUNTEER float featured a rotating hexagon of floralgraphs depicting outstanding volunteer programs honored in recent years by AAL and VOLUNTEER national recognition awards. Six individuals representing exemplary volunteer activities rode on the float and waved to the over one million spectators who lined the 5-1/2-mile parade route.

Designed by Paul Rodriguez of Fiesta Floats, the VOLUNTEER/AAL float represented a first in Rose Parade history: floralgraphs created in *black and white*.

"The unique feature of the Rose parade is its requirement that floats be decorated with all natural materials," said Joan-Patricia O'Connor, public relations consultant to VOLUNTEER. "To bring our floralgraphs to life, Fiesta Floats used more than 20 varieties of seeds, rices and grains to recreate the exact black, white and grey tones of the original photographs."

Adventures Unlimited, a Christian Science volunteer youth group, worked throughout the last week of December to help decorate the float with thousands of orchids, roses, irises and other blossoms, each kept fresh in individual vials of water and chemicals. In return for their volunteer work, Fiesta Floats made a monetary contribution to the group for the number of hours worked.

The Rose Parade represented an unprecedented publicity opportunity for volunteer groups around the country. In addition to the one million-plus live spectators it is estimated that 150 million global television viewers make the Rose Parade the largest media event in the world. (See page 14 for examples of local publicity efforts to promote volunteering.)

(More photo highlights of Rose Parade on next page.)

The AAL/VOLUNTEER float, winner of Best Theme prize, "salutes the volunteer."

VOLUNTEER, AAL Win Theme Prize

Youth volunteer carefully "seeds" a black and white floralgraph.

With one week to go, members of Adventures Unlimited prepare seeds and blossoms for decorating float (at right, the fruit of their labor).

Recipients of national volunteer awards in recent years are welcomed by VOLUNTEER Chairman George Romney (rt.) before they begin their ride down the parade route on the AAL/VOLUNTEER float. From left are James Bender of the AFL-CIO King County (Wash.) Labor Council's retirees program; Carmen Duran of The Hispanic Women's Council, Los Angeles; and Fred Clarke of DOVES (Dedicated Older Volunteers in Educational Services), Los Angeles.

Creative State Funding Programs Help Abused Children, Spouses

By Sherrie Good and Donna Hill

If designated taxes can be levied on gasoline for highway improvement, why can't surcharges on marriage licenses and the like be enacted for the improvement of family life?

From this question sprang the birth of the Children's Trust Fund, a concept where revenue generated by surcharges on marriage licenses, birth certificates or divorce decrees is used for child abuse programs. Ray E. Helfer, a pediatrician widely recognized for his pioneer work in the field of child abuse, is the proud father of the creative funding concept.

"It's such an innovative idea," says Sue Gibson, a member of the National Committee for the Prevention of Child Abuse (NCPCA) Board of Governors. "The prevention of child abuse deals with strengthening the family unit, and these surcharges represent a positive attitude toward that goal."

Essentially, revenue for the Children's Trust Fund is generated by surcharges on marriage licenses, birth certificates or divorce degrees, or by specially designated refunds of the state income tax. Grants from the fund are allocated to a variety of child and family abuse prevention programs. Distribution of the grants is supervised by an advisory group of individuals with a background in child abuse prevention.

The Children's Trust Fund has "caught on" throughout the United States, Gibson says. Since April 1980, when Kansas became the first state to create this funding mechanism, at least 14 other states, including Alabama, Arizona, California, Connecticut, Illinois, Iowa, Louisiana, Michigan, Missouri, North Carolina, Rhode Island, Virginia, Washington and Wisconsin, also have established public funds to support preventive services.

Sherrie Good and Donna Hill are frequent contributors to VOLUNTEER's publications.

The states have adopted flexible approaches for generating and administering each fund's revenue. Virginia, Washington, Rhode Island, Iowa and Kansas, for example, increased their marriage license fees; California imposed a surcharge on birth certificates.

In addition, the composition of the advisory group varies from state to state. Some must include specified heads of governmental agencies on their boards; others recruit their members from the public. Governors make appointments in some states; in others, legislative leaders appoint the advisory group.

Volunteers played—and continue to play—a significant role in establishing and overseeing the Children's Trust Fund. In Virginia, for example, "interested and significant" state volunteers who "didn't know anything about the legislature" lobbied for enactment of the Fund, according to Gibson, founder and past president of the NCPCA Virginia Chapter. Their two-year effort culminated in legislative approval of the Children's Trust Fund in March 1982.

The $400,000 a year allocated by the Children's Trust Fund to the more than 50 battered wives and child abuse prevention programs in Virginia gives the Fund volunteers "a pretty neat feeling," says Gibson, who is very pleased that communities are gaining "really positive and beneficial" programs through an innovative funding mechanism. "I just feel so good that [the funding] didn't have to come from the federal government, that it comes from the grassroots level," she says. "The fact that this much money can be created for something that didn't exist two years ago is a wonderful thing."
—*Sherrie Good*

A new law sponsored by Colorado State Representative Arie Taylor allows Coloradans to designate a portion of their state tax refunds for programs for battered spouses. For several years, taxpayers have been allowed a similar check-off for state wildlife programs.

"If we can check off for wildlife," Taylor said, "we certainly ought to be able to check off for battered spouses."

Taylor introduced the bill three years ago because the state of Colorado didn't have the funds to provide aid to these victims. "I wanted to get the state involved to show that we have a commitment to provide a safe harbor for victims of domestic violence."

As she worked to get the bill passed, Taylor said she had the usual problems with legislators who felt there was no problem, that the state shouldn't be involved or that check-offs on income tax should not be allowed. Still, the bill passed because of the many different organizations who pushed it and the publicity.

It's too early to predict how successful the new check-off will be, but Taylor hopes it will raise as much funds as the wildlife program did in its first year—approximately $400,000. The money won't be used to start any new programs; instead, it will fund the 11 existing shelters for battered spouses in Colorado.—*Donna M. Hill*

Foster Parents Enhance Goals By Volunteering

"A pure volunteer gives time, services, energy, ideas and money to the cause, pays his/her own expenses along the way, and compounds his/her efforts among others." That is how John Anderson describes his own burgeoning grassroots organization of volunteer support groups for Foster Parents Plan, the 46-year-old child development organization, headquartered in Warwick, R. I., that originated the concept of Third World child sponsorship in America.

This two-year-old volunteer effort now operates in at least 26 American cities. It supplements Foster Parents Plan's U.S. staff, which coordinates FPP's efforts in providing food, counseling, health care, nutrition, education and vocational training to 40,000 children in 22 developing countries.

Each Foster Parents Plan Volunteer Support Group Chapter was born out of the interest of a few individual Fos-

Feroza Allee was a contributing writer to this article.

ter Parents who recruited others locally. (Each volunteer already is enrolled in the Foster Parents Plan as the foster mother or father of a needy child overseas.)

"A chapter has three primary purposes," explains Anderson, FPP's director of civic affairs, "and they are to recruit new Foster Parents, to raise funds for various self-help projects overseas and to publicize the program."

For example, to raise funds, the San Francisco/North Bay Chapter arranged a benefit concert with members of the San Francisco Symphony Orchestra. The success of "An Evening of Chamber Music" resulted in a group decision to use some of the proceeds to sponsor a foster child in Yogyakarta.

A write-up in the calendar section of *The Sacramento Bee* helped the Sacramento Chapter's "solarque" fundraiser. Volunteers sold a delicious meal of roast beef, ham, stroganoff, rice, vegetables, homemade bread and cake—all cooked with solar energy—to raise funds for an FPP self-help project. The money will pay for portable solar box cookers and accessories, which will be sent to Sudan, Sierra Leone, Mali, Upper Volta, Haiti, Colombia and other developing countries where sunshine is abundant, but cooking fuel is not.

All of the Volunteer Support Groups participate in FPP's best fundraising project—the sale of "Sunlights," a free-formed stained glass design for windows. The Los Gatos (Calif.) Chapter is using some of its Sunlight money to support a Foster Child in the Philippines, according to Los Gatos Volunteer Coordinator Julie Fudge. Some of it will pay the Support Group's expenses, and 50 cents a sale goes to the Warwick, R.I. office for distribution to such projects as the fund for a young kidney transplant patient and a potato famine program.

Chapter publicity activities almost always generate new Foster Parents.

"Most of our publicity has been through personal contact and information booths in public places," said Fudge. "When we set up at a shopping center near Stanford University using poster size pictures of Foster Children, we signed up two new Foster Parents by the end of the day."

Volunteer Support Group coordinators preparing for workshop at their national conference. From left, Phil Dunning, Maine/New Hampshire Chapter; Rhoda Ewert, Atlanta; and Deanna Hammond, Washington, D. C.

For the past nine months, the Portland Area Volunteer Support Group has been learning how to produce video-tapes to publicize FPP.

"About 40 of our volunteers took courses at the local cable access television station," said Marquita Whitcomb, volunteer coordinator for the chapter. "Now we are filming some of our activities and hope to be on the air within the next few months."

In the meantime, the group converted a one-and-a-half hour film to a 10-minute videotape that members use in speaking engagements before interested group sponsors. The tape follows the life of a family in the Philippines and shows how FPP has helped that family.

The Portland group also is the creator of the Buck-A-Month Club, which other support groups now use.

"Not everyone can support a child," Whitcomb explains, "but 22 people at one dollar a month can support a child."

Portland volunteers now are putting together a recipe book as their latest fundraising project. The book calls attention to the Foster Parents Plan by its recipes that use produce from the various FPP countries.

"A single volunteer group action can be compounded immeasurably," Auderson said. "For example, we encourage them to contact such voluntary social service organizations as 4-H, Jaycees, Lions, Rotarians, Kiwanis Clubs and others to arrange a group sponsorship of needy children in developing countries. Each club or members can expand the pyramid."

Last spring, the volunteer coordinators of the local support groups attended their first national conference—on their own time and at their own expense—at the National 4-H Center in Washington, D. C. FPP headquarters already has distributed a comprehensive manual to the coordinators to share with chapter members. It contains chapters on "Steps In Developing a Volunteer Group," "Volunteer Support Group Guidelines," "Fundraising Ideas," "Tax Records and Deductions for Volunteers," "Publicity Handbook," "Recognition Program," "Resources Available to Volunteers from FPP," "Tips on Speaking."

In addition, an independent, national advisory board of chapter representatives called "Volunteers for Volunteers" meets once a month to develop new program concepts and improvements for use by the 26 local groups.

As the mobilization of talent increases, Anderson notes such diverse accomplishments as volunteer appearances on talk shows, marathons, sales of products, participation in photo and children's art exhibits—all initiated and conducted by volunteers to help raise funds and recruit sponsors for needy children. With the results to date, he sees no reason why the June 30, 1984 goal of 14 more Volunteer Support Groups can't be attained.

For further information, contact John Anderson, Director of Civic Affairs, Foster Parents Plan, 155 Plan Way, Warwick, RI 02887, (401) 738-5600.

ADMINISTRATOR'S CORNER

AVA-Chicago Forms

The Association of Volunteer Administrators (AVA—not to be confused with the Association for Volunteer Administration, the national professional society for volunteer administrators) of Metropolitan Chicago was formed in late 1983 "for all greater Chicago area residents interested in volunteer administration and management."

"AVA-Chicago grew out of a series of meetings of representatives of many agencies in the Chicago area to talk about how we could advance the profession of volunteer administration," said Cynthia Rudman, chief of program operations for ACTION, Midwest Region V, and one of the new group's organizers. "Joe Agnello, a training consultant and prime mover behind these meetings, had noticed that these professionals never got together to share information and ideas; we were all reinventing the wheel by ourselves.

"Our big emphasis is on professional development at all levels. Many of our members are brand-new to the field, and others are trying to preserve their jobs and job descriptions as bndget cuts take hold. We are looking for greater recognition and status of our profession."

AVA-Chicago meets once a month, combining business matters with resource sharing. It bas three membership categories: active ($20/year), associate ($10), and student ($5).

For further information, write: Association of Volunteer Administrators of Metropolitan Chicago, c/o ACTION, Ten West Jackson Blvd., Chicago, IL 60604.

NCSL Announces 1984 Training Events

The National Center for Service-Learning (NCSL) has released its 1984 schedule of workshops, seminars and forums for those interested in beginning or improving volnnteer programs that involve secondary and post-secondary school students. Topics range from how to establish, maintain and evaluate service-learning programs to how to develop special initiatives in drug abuse prevention and literacy. All events are led by training teams with experience in education and volunteer program management, as well as in specific topic areas. All events are free.

Program Management Workshops (a one-day workshop on developing and managing service-learning and student volunteer programs):
April 25, Montgomery, AL
April 25, Camden, NJ
April 27, Baton Rouge
April 27, Richmond
May 16, Charleston, WV
May 18, Peoria, IL

Drug Abuse Prevention Workshops (a one-day workshop on establishing drug ahuse prevention programs that can involve high school and college student volunteers effectively):
May 16, Omaha
May 18, Cincinnati

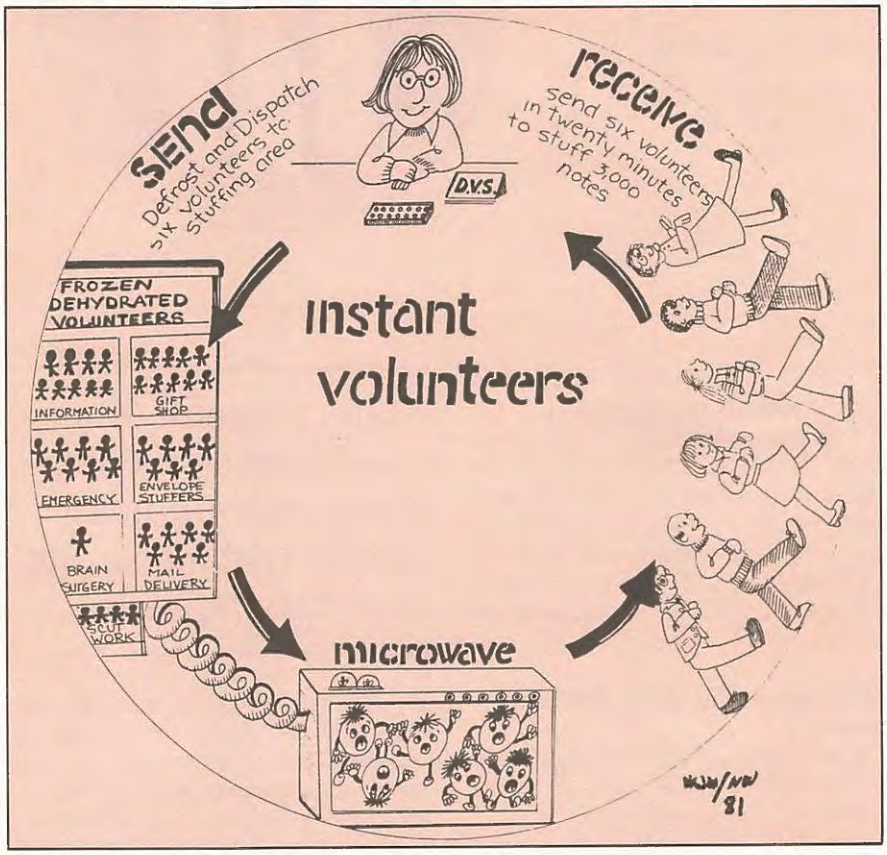
Seminars (a two-day seminar for individuals already experienced in the basic elements of student volunteer programs, with concentration on effective management and evaluation practices):

April 2-3, Tampa
April 2-3, Milwaukee
April 9-10, Seattle

Forums (a one-day event on using student volunteers in literacy programs. The forums bring together people experienced in literacy training with those experienced in managing student volunteer programs):

May 1, Chicago
May 7, Cleveland
Sept. 18, Atlanta
Sept. 25, Oakland
Oct. 2, New York, N.Y.
Oct. 10, Washington, D.C.

To register or for more information, call (800) 992-1400.

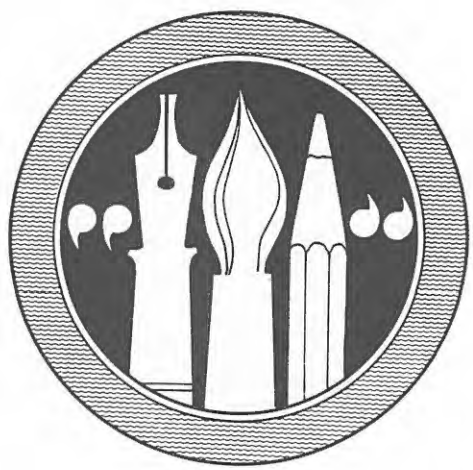


Administrator's conception of how a hospital's department of volunteer services is viewed by staff members 'or any agency that utilizes services of volunteers.'— *Submitted by Mary Jo Murray, Director of Volunteer Services, Caylor-Nickel Hospital, Bluffton, Ind. Drawing by Nancy Wagner.*

Communications Workshop

A Trainer's Guide to Good Graphics

By Norma Rahn



HOW A PRESENTATION IS made is almost as important as the information it gives. Slides, overhead transparencies, flip charts, posters, information kits, giveaways, films and videotapes can excite an audience, stimulate their thinking and dramatically improve retention of key facts. And, of course, such devices prevent boredom.

Use Different Pieces for Different Purposes

The graphics for any training session should he as carefully tailored to the audience as the speeches.

Flip charts are often the simplest and least expensive graphic art form, but they are most effective for groups of no more than 25 people, so everyone can see them. Slides or overhead transparencies shown on a large screen are usually better suited for larger audiences.

Information kits, or summary kits, should be used whenever possible. The best approach is to tell the audience at the beginning of the presentation that the kits will be handed out, so note-taking doesn't distract them. But don't hand out the information kits until the end of the session, or they will become a distraction themselves. Kits free the audience to watch and listen, and, of course, are available for reading and reviewing later on. They can also be sent to those people who could not attend the meeting.

Posters are excellent mood setters but are not used often enough. They are more than just decorative; they can set the proper mood even before the session begins.

Videotapes and films are excellent devices for achieving consistent presentations at multiple meetings and training sessions. They leave little room, however, for variety or for audience participation, and they are expensive to alter. Videotapes are best for presentations of five minutes or less, and for small andiences, because they are shown on television sets. Films are more effective for larger audiences and if the presentation needs to be 15 minutes or longer. What abont presentations between five and 15 minutes long? The choice between videotape and film should be determined by the size of the audience and the convenience to the organizer.

> Many presentations work best as sedatives. Keep your trainees awake with clear and colorful graphics.

Tailor the Typeface

In any presentation, choice of typeface is more important than most people realize. Too many trainers rely on one typeface, in one size, and in one color, for the entire presentation. Few things will bore an audience faster than that.

The typeface should be bold enough to be easily read, with enough variety in size and color to keep the audience's interest. If a slide or chart has a very important message on it, print the message in bold, brightly colored letters. This catches viewers' attention, wakes them up, and helps them retain the message long after the meeting.

How Many Do You Need?

The trick in using graphics is to put one complete thought on one graphic piece. However, if the thought has several components, put each component on a separate graphic piece. It's better to have a few more slides than to have overcrowded ones. Crowded pieces are harder to read and harder to remember. Short and simple graphics are the best.

Try not to leave any one slide on the screen for more than 20 to 30 seconds. Flip charts and overhead transparen-

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Norma Rahn and her husband, Edward, own Rahn Studio, a graphic design firm in Far Hills, N. J.

cies are generally shown for longer periods of time because they usually hold slightly more information than slides.

POINTERS FOR EFFECTIVE USE OF VISUAL AIDS

Jack Falvey, managing director of Intermark, producer of industrial films, and Herbert Nagel, a marketing manager of Dennison Carter's Division, manufacturer of visual aids and office supplies, suggest these pointers for effective use of visual aids:

- Position yourself in the center of the room. The visual aids are supportive and should be to one side. You are the focus of attention.
- Maintain eye contact with your audience. Talk to them, not the screen, when using a slide or overhead projector.
- Use only one idea with a few key words per slide or overhead. It is difficult to read many words on a screen. Distribute a handout with details after your talk.
- Never let your audience look at a blank screen during your talk. Turn off the projector, then turn it on again when you have something to show.
- Dim the room lights near the screen for sharp contrast.
- Be dramatic. You can open and close your speech with a negative or black overhead that has key words covered with a small patch of cardboard to reveal the words on the screen. Another technique is to write key words on film, cut them out, fold a corner of the piece of film as a handle, and then lay them on the projector. You can then move them around for emphasis.
- Practice and become familiar with your visual aids and the techniques for using them before you go in front of your audience. You lose your impact if you appear unsure of what you're doing.

Use all the graphic pieces you need to present your points clearly, but do not get carried away with them. A picture may be worth a thousand words, but a thousand pictures are not worth a million words.

Don't let the slides, or any other illustrative material, simply duplicate your spoken words. It is hard to remain attentive after the first few minutes of watching and hearing the same thing.

Choose Colors Carefully

Variety in color helps greatly to get ideas across and keep audiences interested in what's going on, but it's equally important to coordinate the colors. This will make the presentation look well-planned and improve the flow between illustrations. Mismatched colors make the graphics look like they were produced by different suppliers for different meetings.

Combine different colors with different typefaces for variety and readability. The most readable color combination is probably yellow lettering on a black background. Pure white backgrounds should be avoided because they often glare on the screen and cause eye fatigue.

Change the Pace

If at all possible, break the session into three parts. Start out with a 10- to 15-minute talk covering the first third of your presentation, keeping the lights up and referring to a flip chart or overhead projection to illustrate important points.

Then darken the room and give the second part of the presentation with slides.

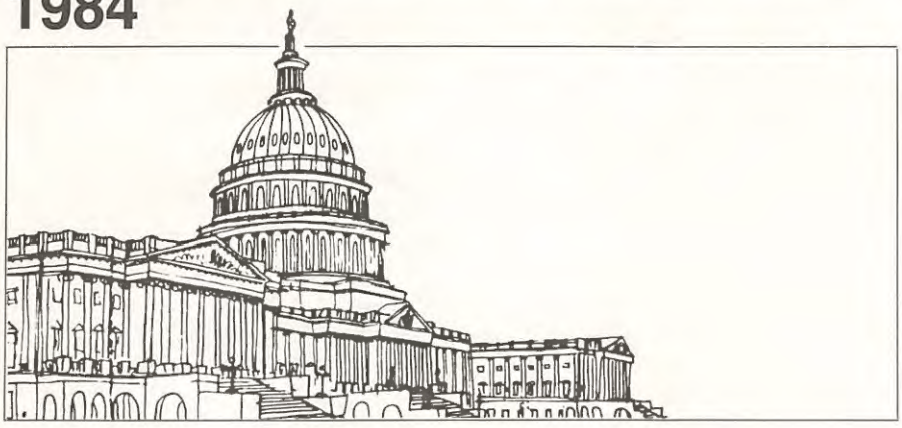
For the final segment, turn up the lights, and have the audience refer to a handout. (You might consider letting an assistant run the last part of the program.)

These format switches will help your audience pay attention and retain more of the material you present. Each time you change the pace, or the speaker is changed, the audience's attention span is increased. A change of pace is usually a change for the better.

Finally, when using graphics for training sessions or meetings of any kind, you can't go too far wrong if you always remember to be bold, be brief, and be gone.

Advocacy

Volunteer Legislation Update—1984



THE FOLLOWING UPDATE contains bills related to volunteering that have been introduced in the 98th Congress of the U.S. Bill numbers that begin with S were introduced in the Senate by the Senator whose name follows the number; bills designated HR were introduced in the House of Representatives by the Representative whose name follows the number.

Volunteer Benefits

1. Mileage

The following bills would equalize the current volunteer mileage deduction of 9 cents per mile with the government rate of 20-1/2 cents per mile: S 1107 (Durenberger) and HR 976 (Frenzel).

The following bills would equalize the volunteer mileage deduction of 9 cents per mile with the business rate of 20-1/2 cents per mile: S 1579 (Armstrong), HR 358 (Roe), HR 3212 (Hammerschmidt), HR 2697 (Mikulski).

2. Child Care

HR 272 (Quillen) would amend the Internal Revenue Code to allow a limited income tax deduction for expenses incurred for dependent care services while the taxpayer performs volunteer work for civic and charitable organizations.

HR 2696 (Mikulski) amends the Internal Revenue Code to allow the performance of certain volunteer services to be treated as gainful employment for purposes of the tax credit allowable for expenses for household and dependent care services necessary for gainful employment.

3. Value of Time

HR 2698 (Mikulski) would amend the Internal Revenue Code to provide a credit against income tax for individuals who perform voluntary services for certain public service organizations.

S 1221 (Hatch) would amend the Internal Revenue Code to encourage the donation of volunteer services to charitable organizations by allowing a deduction for the costs incident to such services.

Utilization/Research

S1896 (Tsongas) would **establish a commission to examine the issues related to voluntary national service.** (*Note:* The House version, HR 1264-Panetta, failed on November 16, 1983.)

HR 2655 (Murphy) and S 1129 (Hatch) would **extend and improve the Domestic Volunteer Service Act of 1973.** Senator Hatch's version authorizes appropriations for programs under the Domestic Volunteer Service Act of 1973 through fiscal year 1986.

HR 1323 (Edwards) would **authorize federal agencies to accept volunteer service** of individuals and nonprofit organizations to carry out certain activities of such agencies.

Before supporting or opposing any of these bills, please read the proposed legislative change. You can obtain a free copy of the bill from the House or Senate Documents Office. Ask for the bill by number and enclose a self-addressed mailing label. Write:

House Documents Office
U.S. House of Representatives
Washington, DC 20515

Senate Documents Office
U.S. Senate
Washington, DC 20510

Expressing Your Opinion

To express your opinion on any of these bills, here are a number of steps you can take:

1. Write to your own congressional delegation (the two Senators from your state and the House Representative from your voting district). Ask for each member's position on these proposals and explain what you feel they should do. If you support a particular piece of legislation, urge your representatives to become cosponsors of the bill.
2. Talk to each of your Senator's and Representative's staff person who deals with the area covered by the bill. Explain why this legislation is important to the volunteers and agencies who operate within your congressional district. More legislation dies from a lack of affirmative response than from the existence of concerted opposition. Try to talk with members of your congressional delegation during their trips back to your district.
3. Try to get others to support or oppose the bill with you. Encourage your local DOVIA (Directors of Volunteers in Agencies) to take a position, then write to your members of Congress—both jointly and individually.
4. Inform your volunteers about what the proposals could mean to them and encourage their participation. In lobbying, numbers can be crucial.
5. Organize a community meeting around a legislative issue. This not only brings public attention to the issue but it also puts increased pressure on Congress to pay it real attention. ♥

Follow-Up

Follow-Up is a column of current developments and additional resource information on key topics reported in previous issues. The following descriptions of continuing education programs for volunteer administrators are presented as examples of the different kinds of certificate programs for volunteer administrators. They are a follow-up to the feature on the performance-based certification program offered by the Association for Volunteer Administration in the fall 1983 VAL. Single copies are available for $4 (prepaid) from Voluntary Action Leadership, 1111 N. 19th St., Room 500, Arlington, VA 22209.

Local Certificate Programs for Volunteer Administrators

AU's Professional Certificate In Volunteer Management

American University (Washington, D.C.) offers a comprehensive training program to volunteer administrators "who take their professionalism seriously." It is designed for experienced volunteer coordinators interested in a management credential; new volunteer managers who need a broad perspective and some specific training to do their jobs well; and volunteers and volunteer administrators who need specialized courses for professional growth and wish to expand their familiarity with volunteerism as a profession.

The program certifies participants as effective managers of volunteers within a nonprofit organization. Participants may enroll in the certificate program or select individual seminars or workshops that contribute to their professional growth.

Completion of the certificate requires successful completion of five out of the following six core seminars:

- Organizational Theory and Behavior for Volunteer Managers
- Marketing, Promotion and Public Relations
- Training Your Volunteers
- Supervisory Skills
- Recruiting, Interviewing and Placing Volunteers
- Program Planning and Evaluation

An additional 12 hours of instruction may be satisfied by

- Completing the sixth core seminar or
- Completing 12 hours of workshop instruction from designated workshops, such as"Creating News, Writing News, Producing News: A How-To Course for Newsletters," "Writing and Placing Your Own Publicity" or "Developing Corporate/Community Resources."

Certificate graduates receive seven Continuing Education Units (CEUs), in accordance with national guidelines for the awarding of CEUs.

For further information, contact:
Elizabeth Pawlson
Program Coordinator
Volunteer Management Certificate Program
Division of Continuing Education
American University
4400 Massachusetts Ave, NW
Washington, DC 20016
(202) 686-6150

Dominican College's 'Certificate Series'

During the summer of 1984, Dominican College's (San Rafael, Calif.) Division of Lifelong Learning and Summer Programs is offering an intensive week-long series of seminars entitled, "Volunteer Program Management: A Certificate Series." Scheduled from June 25-29, this series will concentrate on the following topics:

- Administration of Volunteer Programs
  - —Administrative role of volunteer program manager
  - —General management designs
  - —Developing specific leadership skills
  - —Managerial momentum, coping with change
- Management Skills and Techniques
  - —Setting goals, objectives, priorities
  - —Problem solving, decision-making, delegation
  - —Uses of power, negotiation
  - —Program planning, implementation, evaluation
  - —Fiscal planning, management
  - —Oral, written communications
- Creating/Improving Volunteer Programs
  - —Recruitment of volunteers
  - —Designing assignments to attract volunteers
  - —Keeping today's volunteers
  - —Orientation/training programs
- Sensitive Areas in Volunteer Program Management
  - —Volunteer contracts
  - —Transitional volunteers
  - —Strikes
  - —Firing volunteers
  - —Volunteers with special expectations
  - —Volunteer/staff relations (including boards and auxiliaries)

Participants who complete the five-day series will earn three units of extension semester credit and Dominican's certificate of completion.

For further information, contact:
Ellen Long
Director of Lifelong Learning
Division of Continuing Education
Dominican College
San Rafael, CA 94901
(415) 457-4440

Planning for National Volunteer Week:

Models of Successful Publicity Activities

By Joan-Patricia O'Connor

NATIONAL VOLUNTEER WEEK, May 6-12, caps off an unprecedented year of celebration for volunteers and volunteering. As the crescendo to the National Year of Voluntarism, it is an ideal time to take advantage of the increased media attention our field has enjoyed—starting back in 1983 with the release of the commemorative postal stamp honoring volunteers and boosted by the global focus of the 1984 Tournament of Roses Parade, "A Salute to the Volunteer."

In maximizing publicity opportunities created by national events such as the Tournament of Roses, many Voluntary Action Centers have developed programs and approaches that can serve as valuable models at the local level. To help your organization plan a publicity campaign for National Volunteer Week, several examples of these successful recognition activities are featured below.

The Volunteer Action Center of United Community Services of Metropolitan Detroit developed a two-pronged approach to the media—through both print and electronic outlets. Using the material on the Rose Parade and on volunteering provided by VOLUNTEER, Program Specialist Mike Corbin drafted and distributed a short news release to targeted print media. The release was supported by a PSA television slide and announcement sent to local stations who would be covering the Parade.

The VAC's key to success, which should be applied to all media approaches, is that the Center

- clearly showed how the local volunteer effort was a part of the larger whole being celebrated at the national level through examples of projects;
- presented material in the self-interest of the receiver (i.e., indicated the television stations carrying the Parade);
- supported statements with facts and figures (i.e., "There are approximately 1,664,000 volunteers in the Detroit area alone);
- highlighted local achievements, suggested areas in which citizens can become involved and provided a mechanism for finding out about volunteering—in this case offering a free *Volunteer Opportunities Guide* and listing the Center's address and phone number.

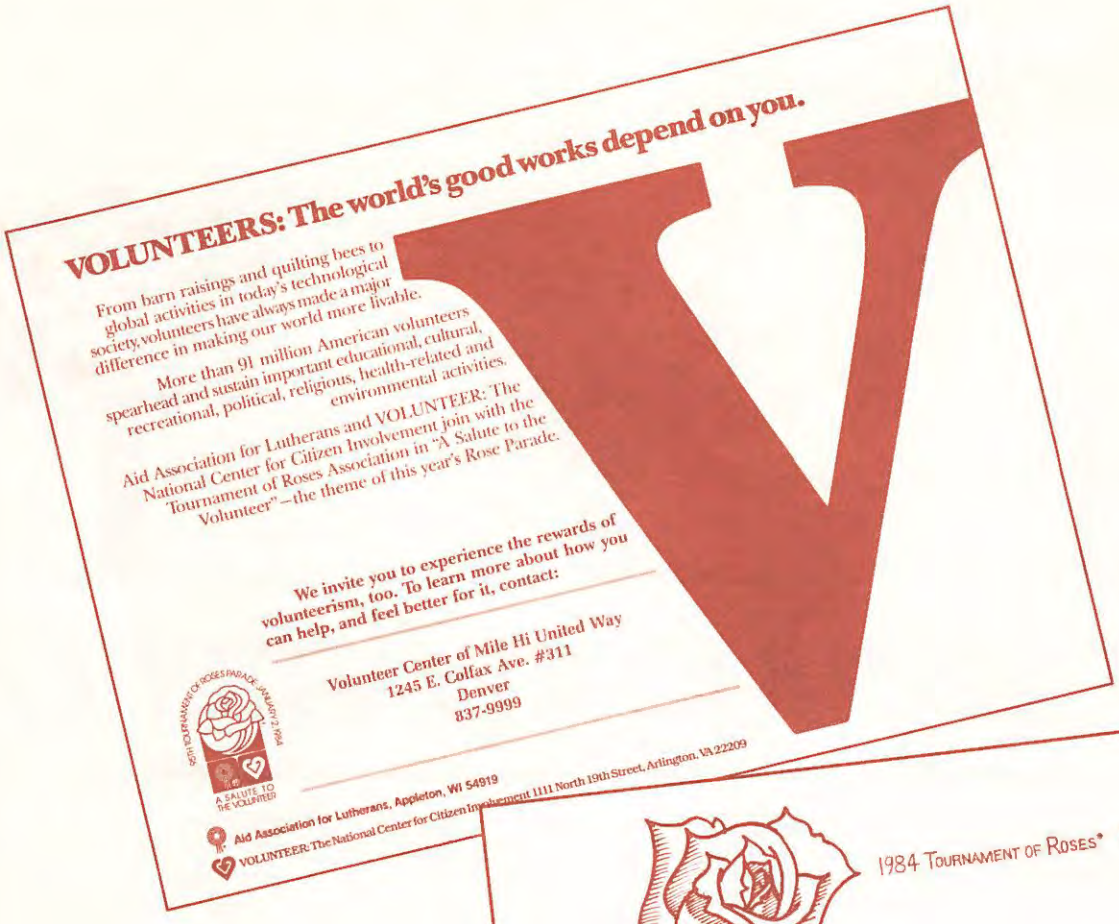
The Denver Voluntary Action Center, working with VOLUNTEER, took a different approach to public service announcements: It used the newspapers. By meeting with the promotions director of the *Rocky Mountain News,* we were able to secure a public advertisement at no cost to the VAC. The ad, incorporating the heart logo and information on volunteering, included the contact address and phone number of the Denver VAC for citizens interested in finding out about volunteer opportunities. (The ad was designed and produced by VOLUNTEER's float partner, Aid Association for Lutherans.)

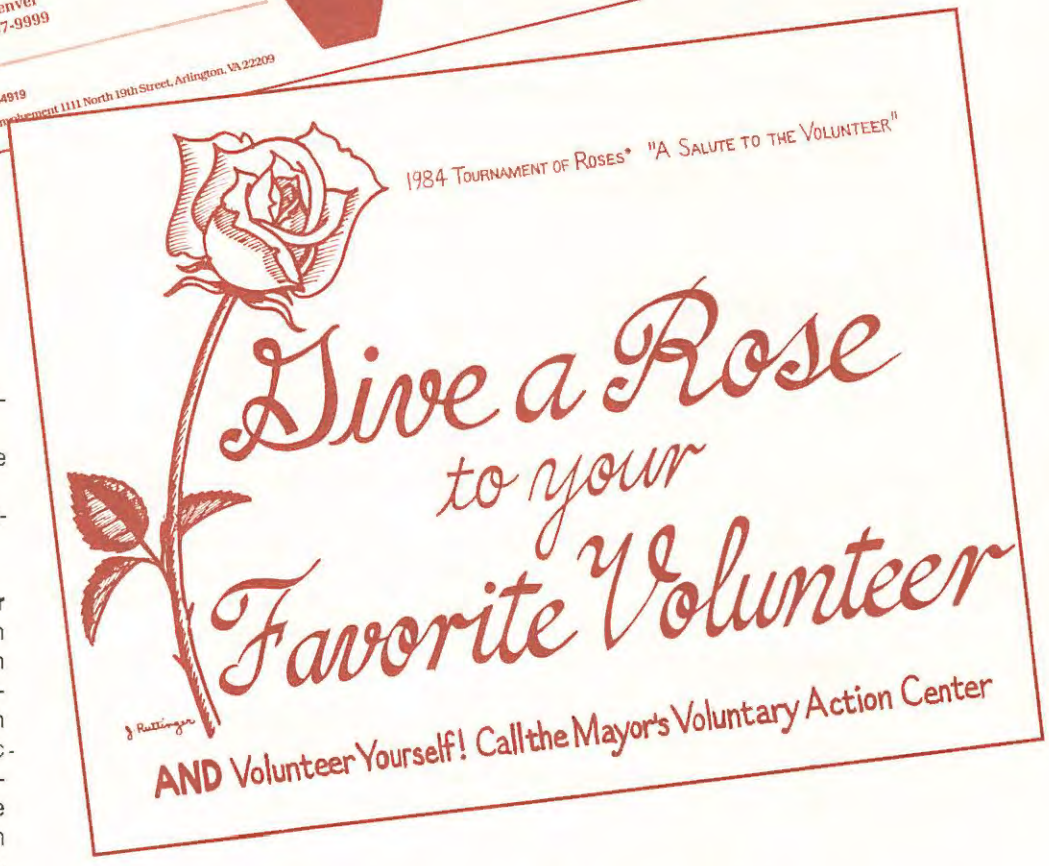
There are several ways you may wish to approach a promotions director. First, you can have artwork prepared in advance and ask only for public service space at no cost, or second, you can request the paper's assistance in designing and producing the ad as well as contributing the space. If you decide to prepare artwork in advance, be sure you have the exact specifications from *each* paper you will approach. Column width, screens, etc., vary from paper to paper.

In making your request, you should have assembled an information kit for the promotions director, which includes

- a fact sheet on the event around which you wish publicity (i.e., National Volunteer Week), supported by local angles to the story;
- background information on your orga-

Joan-Patricia O'Connor is a California-based public relations consultant. She spent the past nine months directing VOLUNTEER's publicity campaign for the Tournament of Roses Parade.





nization and its impact on the community;

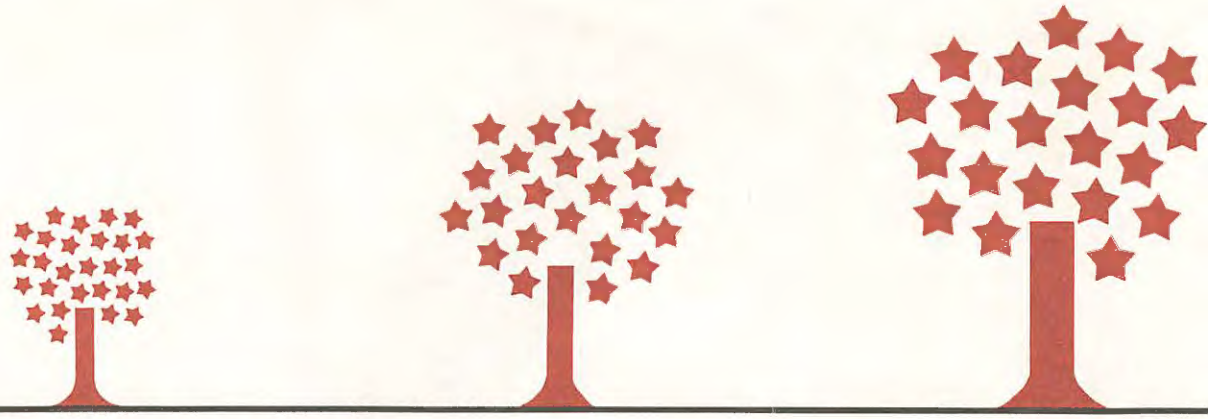
- clippings, if available, which indicate editorial support for your work;
- logo slicks and a few lines of suggested copy.

The Mayor's Voluntary Action Center of New York City targeted its promotion campaign at an industry tie-in. Joan Crespi, deputy director, knew that Society of American Florists had worked with a New York agency to produce a public-service spot on volunteering for the Association of Volunteer Bureaus. She worked with a volunteer artist to design and produce a small display card measuring 8-1/2 x 11 and featuring a rose with the words, "Give a Rose to Your Favorite Volunteer." At the bottom of each card is the contact number for the Mayor's VAC, which allows the reader to obtain more information on volunteering in the greater New York area.

Each card was sent with a cover letter and fact sheet to florists throughout the New York area for display in their windows to coincide with the 1984 Tournament of Roses. The response was very high and, in fact, the VAC reports that most of the participating florists have agreed to leave the cards on display through National Volunteer Week.

The total cost of this project? Zero dollars! The VAC was able to secure printing, cardboard, envelopes and postage as donations from local corporate friends. With each donation representing a modest dollar amount, the VAC could show high return on the investment.

The success of all these programs was not in terms of dollars. It was in creative thinking, advance planning and knowledge of the local media. By taking a thoughtful look at each of your programs, perhaps you can create story angles to illustrate the new figures released in the 1983 Gallup follow-up survey on volunteering. Or, you can highlight cutting-edge programs, which perhaps show that your community is leading the country.



Volunteering in America

A Status Report

TEN YEARS IS A LONG TIME. IN our youth-oriented, highly mobile, instant gratification world, it is a particularly long time to be with the same employer.

That fact was brought home to me rather forcefully in January when I completed my tenth year with VOLUNTEER and its predecessor organization, the National Center for Voluntary Action. Admittedly, I have had at least six different titles and accompanied the organization through four different office locations, a merger and a name change (the organization's, not mine) in those years. But it is still a long time.

To mark the occasion, members of our board presented me with *The Gardens at Giverny,* a marvelous photographic tour of Claude Monet's gardens in the small French village of Giverny. Because Maureen and I had visited the gardens last fall, it was a very special reminder of a very happy time.

But it also reminded me of the thoughts I had had while at Giverny about the similarities between gardens and our volunteer community.

Like a garden, we enjoy a timeless quality. The need for an active, informed citizenry is as important today in this nation as it has been at any time since our founding—and will continue to be so in the future. The individual acts of caring and sharing that constitute what we call volunteering know no historic or generational limits. They always have happened, wherever there are caring people. They must continue to happen if we are to live humanely and peacefully with ourselves and with each other.

But, also like a garden, volunteering must be renewed constantly. It is not enough to believe that because people always have given of themselves that they will continue to do so, not enough to assume that our innate human goodness always will overwhelm our darker side. We bear a special responsibility—those of us who believe in what citizens can do and who hold dear the values volunteering represents—to nurture and strengthen the attitudes, value system and structures that make volunteering possible.

Much has happened to the volunteer community in the last ten years. Here are the five developments I think are most important:

First, we have in fact become a community, one that shares in common a recognition of the need to promote and support effective volunteering; one that shares some values in common, no matter how much we might disagree on the substance of the issues on which we work. The structures that have been created to help people to volunteer and to help organizations most effectively involve people—Voluntary Action Centers, individual volunteer coordinator positions, DOVIAs, state offices, national organizations—have matured.

Second, we have expanded the definition of volunteering and in the process have begun to dispel the negative stereotypes that the word has carried. Now we seek to embrace those involved not only in service delivery but also in the governance of private organizations and public agencies, in advocacy around social issues, in advocacy for those who cannot speak effectively for themselves, in self-help and mutual assistance. We have learned that our community has many neighborhoods and that volunteering happens in all of them—in human service agencies, in churches, in fraternals, in corporations and labor unions, in grassroots citizen organizations and in thousands of other places. And we've learned that like any community, we can all live together if we try, benefiting from what we have in common and learning from what we do not.

Third, public awareness of volunteering has grown tremendously. I knew we had arrived when Dan Rather prefaced a story by saying that, at CBS News, they like to run stories of people helping each

Kenn Allen is the president of VOLUNTEER.

1984

By Kenn Allen

other. Unlike politicians, we don't even care whether or not they spell our name right. The important thing is that the stories of citizen action are gaining the kind of national attention they deserve, which in turn will encourage others to get involved. The President of the United States gives awards to outstanding volunteers, even to some who may not agree with him politically. We were the theme of the world's largest media event—the Rose Parade—not because we all lobbied for it, but because a volunteer made the decision to do it. Most important, policy-makers, leaders and the media can no longer overlook the critically important role that individual citizens and their organizations play in solving problems and helping people.

Fourth, we have expanded our relationship with business and government. The emergence of corporate-sponsored volunteer programs for workers is perhaps the most significant development in the volunteer community in recent years. Close behind is the rush of political leaders to encourage, support and seek the help of volunteers. For a change, we have a seat at the table when some of the decisions are made.

Fifth, we have put aside our belief that to be "right," volunteering must be "pure"—that is, undertaken out of strict altruism. We now recognize that volunteering is a mutually beneficial act, helping the helper as well as the consumer. From that recognition is growing new ways of recruiting, training and reward-

Volunteer Voices

Here are some of the things people were saying about volunteering in 1983-84:

"Unfortunately, many liberals have dismissed the virtues of America's longstanding tradition of voluntarism. That each of us bears some personal responsibility to care for society's weakest members and serve our community is a fundamental tenet, not only of our civic tradition but of our Judeo-Christian heritage. It is a responsibility that cannot be discharged simply by contributing to impersonal bureaucracies, either through taxes or giving to the United Way. The essence of voluntarism is not giving part of a surplus one doesn't need, but giving part of one's self. Such giving is more than a duty of the heart, but a way people help themselves by satisfying the deeper spiritual needs that represent the best in all of us."
—Kathleen Kennedy Townsend in The Washington Monthly, *October 1983*

"Our employees see the Involvement Corps office as a service to them. It enables them to get their voluntarism done in a systematic way. For the company, it's an investment. When we decided we were going to remain in downtown Los Angeles, we figured we needed to contribute something to the community. After all, you can't ignore your surroundings."
—Richard Durkee, Second Vice President for Organizational Development, Transamerica Occidental Life, in the Los Angeles Times, *October 14, 1983*

"Together, with this new volunteer force, we will clean up our city, fight crime, attract new talent to government, expand recreation programs, combat our literacy problem and wipe out graffiti."
—W. Wilson Goode, Mayor of Philadelphia, on his election day

"I feel so badly that people who have leisure time don't give it to charity. People are completely lacking in community responsibility today. I don't understand it."
—May L. Linder, a volunteer for 70 years, in the New York Times, *October 2, 1983*

"I believe that the more you give of yourself to others, the more you grow. A volunteer is like an astronaut who gains a different perspective of his [her] world. S/he sees it from a distance and can appreciate where s/he lives."
—Michael Genovese, Director of Holy Cross High School's Community Service Program, Queens, N. Y., in the Aug./Sept. 1983 American Education.

"I don't know of any substitute for what the volunteer can do. I'm a great believer in what Woodrow Wilson said, 'The most powerful force on earth is the spontaneous cooperation of a free people.'

"Volunteerism is an essential aspect of a pluralistic society. If you are going to have a pluralistic, free society, then there has to be the opportunity for individuals to do the things that they think need doing—whether those things involve services to others or whether those things involve issues."
—George Romney, VOLUNTEER Chairman of the Board, in the Los Angeles Times, *January 19, 1984*

"If there ever was a subject which people take for granted and on which they consider themselves experts, it is volunteerism."
—Jane Mallory Park in her book, Meaning Well Is Not Enough, *Groupwork Today, Inc., 1983*

"The tools of a citizen are families, neighbors, neighborhood organizations, churches, temples, civic organizations, social groups, ethnic societies, political groups, local enterprises, unions, newspapers, governments, schools. These are places where citizens generally are in power. They are the tools with which America built a nation. They are the hammers of community building, the looms that built us into a great people."
—John McKnight, Associate Director, Center for Urban Affairs, Northwestern University, at the 1983 National Conference on Citizen Involvement

"If we can walk across fire, why can't we solve some of our basic problems? Why can't we control the proliferation of arms that may destroy us? Do we think, for example, that controlling nuclear arms is the business of a handful of professionals in Washington and Moscow who know better? Do we think that we, as citizens, have no impact? Maybe these are assumptions, just like the assumptions that fire walking is a hoax. We limit our own potential because we exclude it by our beliefs. We can do far more than we think we can."
—Dick Gunther, L.A. businessman, National Executive Committee Member, Nuclear Weapons Freeze Campaign, and human potential explorer, in the January 1984 Esquire

ing volunteers, which are expanding the available pool of volunteers by removing artificial barriers to participation. No longer are we embarrassed by the Emerson quote, "It is one of the most beautiful compensations in life that no man can sincerely try to help another without helping himself."

But there is also much left for us to do. Here are some of the things I think must be high on our agenda:

First, we must work hard to insure that we maintain our political independence. Volunteering is the possession of no single political party, no single ideology. It is not limited in its value by the opinions of elected leaders nor in its impact by the whims of funders, pundits or politicos. We cannot allow the self-anointed to attempt to define what is acceptable volunteer activity, what will receive public praise and what will not. Much like the Bill of Rights, the right and responsibility to volunteer embrace all of us, no matter what partisan label we choose to wear. We must value and nurture the right of everyone to be involved in making decisions and charting our future, whether we agree with them or not.

Second, we must remember that volunteering in the end is a people activity. It is done by real people to help real people solve real problems. Its importance is not simply in the fact that it exists—although its existence is essential to maintaining our freedoms—but in the results obtained. Volunteering represents the most humane and loving aspects of our human nature. We cannot allow organizational turf, infatuation of structure or the inclination to maintain outmoded structures to interfere with the very important entrepreneurial and visionary work of people who as volunteers are finding new ways to get things done.

Third, we must get better at marketing our idea. The best marketing in the voluntary sector is still being done by those who are raising money. But the involvement of volunteer time, talent and energy is at least as important. We are in peril if we do not recognize that a healthy volunteer community is dependent on the ability and willingness of people to volunteer—something that is defined largely by their values and attitudes. We have all that we need to help shape those attitudes, but we must be willing to do it.

Fourth, we need to explore in greater depth the relationship between volunteering and paid work. Without over-intellectualizing, we can begin to see that paid and unpaid work are part of the same continuum. As the world of paid work changes, whether for better or for worse, volunteering will be an increasingly important part of people's lives. Only by understanding the nature of work and our part of it can we make volunteering as beneficial to as many people as it can be.

Finally, we cannot ignore the fact that volunteering is not a value-free activity. Indeed, it represents what is the best of all of us. That means there is a special role for those of us in the volunteer community to play as the world seeks to deal with what seem to be overwhelming human, economic and environmental problems. Too many today, even in the most visible of places, seem to want to denigrate the notion of public service. We cannot stand silent while that happens. Rather, we must believe that it is our values that can help us build a world that provides safety, opportunity and justice for everyone.

This is a bit different than the "status report" I have written each of the past four years. What is the status of volunteering in the United States in 1984? Is it some ill-focused Orwellian reflection of our American heritage of involvement? I think not. Indeed, I would suggest that the following article describes it far better than anything I could write from a national perspective. I commend it to you as a reminder of what all of us are about.

'Big Enough To Be Resourceful, Small Enough To Care'

By Richard Price

WATERLOO, Iowa—Ray Bagsby is six weeks behind on the mortgage; he'll soon have to raise cash by selling the station wagon. The kids ask why the space under the Christmas tree is a little empty this year. But here he sits at his dining room table with two friends in a similar situation, all of them roaring with laughter.

A mile away, the Walt Wilson home is one person emptier this Christmas—the oldest of six kids, Craig had to find work in Dallas after he was laid off from the John Deere tractor plant here. Still, the clan's annual house-to-house caroling is one; and Christmas is ever-bright for Walt's 3-year-old granddaughter, Liz. "I want a choo-choo, a balloon and a toy elephant," she says.

Says Wilson, 53, hugging her: "We're lucky." Says Bagsby, 33: "I guess what keeps everyone going is the ability to . . . sit around a table with your friends and laugh."

It's Christmas in Waterloo, population 86,000. As in much of the Midwest this year, it's a bitter-cold time—temperatures dropped to 23 below. As in much of the USA, the wounds of recession are more evident still than the balms of recovery—they've lost 12,000 jobs here. As in much of the world, there are worries about escalating tensions—and about Beirut, where one of Waterloo's own was sent.

But the problems miss the point here; the real Christmas story in Waterloo is how this community stands above its problems. It's Bagsby laughing at poor-man jokes. It's Wilson hugging his granddaughter. It's Lance Cpl. Theodore Burt, home from Beirut, "so happy to be here that I can't put it in words."

Even Olivia Jackson, surviving on welfare, discouraged by two years of fruitless job-hunting, has the spirit. Although she gave her 9-year-old daughter a lesson on realities—"I told her that if I can't get her something, she shouldn't be depending on Santa Claus"—she softens later, smiling. ("Oh, I'll get her something. She's not going without.") And Christmas dinner will be a big one—ham, sweet potatoes, all the trimmings.

None of that will push aside 1983 realities. Employment at Deere, the town's biggest employer, has slid from 16,000 to 10,000, and unemployment benefits are running out for thousands of workers who once earned $12 an hour.

The food stamp lines, filled with people known as victims of "Deere Syndrome," lengthen. And the town's second biggest employer—Rath Packing, meat processors—has filed for reorganization under bankruptcy law.

So parents dig deeper to put toys under the tree. Postman Frank Rolf, who delivers the Christmas cards in Walt Wilson's neighborhood, notices families are doubling up in houses to cut costs. Fewer Christmas lights sparkle on the white, wood-frame houses that cover snow-blanketed hills along the Cedar River.

On the valley floor, a few downtown stores are empty, victims of the economy and a new mall. The icy streets are unusually quiet—the cold has shut everyone indoors, canceling shopping sprees and the concert at Central High.

But the festive signs are there. Wrapped around every lamppost are green and red wreaths, offsetting the tangle of gray factories and soaring smokestacks. Snowmen have popped up in front yards. A huge, lighted Christmas tree stands in stately Highland Park on the town's east side, where the blue-bloods lived until they moved to the west side hills a generation ago and were replaced by middle-class workers like Wilson.

And something else speaks of Christmas here. Retail sales in Waterloo this year climbed 11 percent over a year ago: People seem to find a way.

Bagsby took a clerk's job at 7-Eleven. His two friends at the dining-room table, also laid off from Deere, have resorted to odd jobs. Marvin Isabell, 32, spent a week building a wooden deck for an $85 profit. John Carr, who has never collected welfare in his 46 years, has been shoveling snow.

Grandparents help out. Marcella Wilson's daughter Ann, 21, can't find a job as a licensed practical nurse to pay for daughter Liz's train, but Marcella made sure she'd get it: "We always manage."

For Marine Theodore Burt, 21, just being here is gift enough. He's one of hundreds enjoying Christmas after surviving the Beirut airport bombing. Topping his plans: a family reunion dinner Sunday. He can't get over all the attention—parades and speeches, yellow ribbons, TV interviews—that welcomed him and other Marines back. Burt probably will go through it once more—his unit is scheduled to return to Lebanon in 1984 for five months. "I don't want to go," he says, "but I'll do what I have to do."

Most people here do what they have to. They get by, and not with desperate tactics. As in many communities with economic problems, crime has dropped.

There are helping hands all over town. Dave and Audrey Rainey haven't worked for months, but they consider themselves lucky—"at least the house is paid off"—so they came up with canned tomatoes and beans, cheese and eggs for their church's food drive, and plenty of clothes for the Salvation Army.

Donations to the Food Bank, a charity formed two years ago, have jumped sharply. United Way, faced with a $200,000 loss in payroll deductions, made up half of that because those still on the job increased contributions. The Salvation Army now serves free hot meals five days a week; donations are up to its Toys for Tots program, which distributes Christmas gifts to needy kids.

The Brown Baggers, an organization started by retired union employees, served a free Christmas dinner in the Presbyterian church as its holiday project. They had no trouble finding volunteers. Overwhelmed by donations to their clothing drive earlier this month, the Brown Baggers clothed 7,464 people and still had enough left over to help out another city, Cedar Rapids, 66 miles east.

"It's a great town," says Brown Baggers founder Roger Bleeker, "big enough to be resourceful, small enough to care."

Depart Waterloo with this Christmas portrait:

The Bagsbys with a Christmas ham donated by 7-Eleven. Olivia Jackson watching her daughter unwrap the present she thought she wouldn't get. Burt at the family reunion for the first time in three years—surrounded by people grateful to see him alive. The neighbors' kids running through the Wilson house.

The 1983 Gallup Survey on Volunteering

IN THE FALL OF 1983, THE GALLUP Organization conducted a national survey on the nature and scope of volunteering in the United States as part of its regular bi-weekly Gallup Poll. Performed as a public service for VOLUNTEER, the poll provides the most up-to-date figures on volunteering and the first national data since the Gallup Survey conducted for INDEPENDENT SECTOR in 1981.

Like the 1981 study, the 1983 Gallup Survey used a broad definition of volunteering: "working in some way to help others for no monetary pay." This includes the person who regularly helps an elderly neighbor as well as the person who volunteers at a nursing home. Broadly defined, volunteering includes working to get a traffic light put in a dangerous intersection, serving as a room mother at a school, providing free professional advice (lawyers, accountants) to neighbors, canvassing for a political candidate, collecting money for a charity, etc.

When volunteering is defined in this way, the most recent survey found that 55% of American adults (52% in 1981) volunteered during the previous year. Other highlights show that the number of women who volunteer has remained constant at 56%, despite changes in family and employment patterns, while the number of men who volunteer has increased marginally from 47% in 1981 to 53% in 1983.

Americans in the West continue to lead the nation in terms of volunteer participation, with 62% of Westerners volunteering compared to 55% in the East, 54% in the South, and 51% in the Midwest.

Church, health-related and education services represent the largest areas of volunteer involvement in the 1983 survey, as was the case in 1981. A significant increase is noted, however, in community action programs, with modest increases found in the areas of recreation and work-related volunteering.

The following breakdown compares the 1981 and 1983 figures where the same questions were asked or indicates the year from which the information was taken if the question was asked only once. Where the breakdowns are not exactly the same for the two surveys (for example, by age), the figures have been grouped as closely as possible.

1. Total number of volunteers: 92 million

Percentage of total adult population engaged in volunteer activity

1981

52% adults 53% teens	47% in structured organizations	31% volunteer at least 2 hours per week

1983

55% adults

2. Percentage of total adult population volunteering by activity area (1981)

Religious	37%
Health	23
Education	23
Recreation	13
Political	11
Citizenship	11
Community action	11
Social welfare	10
Arts & culture	5
Justice	2
Informal, alone	44
Work-related	11
Fundraising	11

Why do people volunteer? **(1981)**

Thought would enjoy work, feel needed	29
Wanted to be useful, help others, do good deeds	45
Wanted to learn and get experience, help get a job	11
Child, relative or friends in program	23
Religious concerns	21
Had a lot of free time	6
Had an interest in activity or work	35
Thought would help keep taxes down	5

Why do people stop volunteering? **(1981)**

Project or task completed, organization no longer exists	11
Too busy to continue	33
Went to paid job or school	10
Moved	12
Problem with organization or staff, bad experience	4
Child, relative or friend no longer involved	8
Lost interest; no longer enjoyed it; became tired	9
Too expensive	2
Nothing useful to do	1
Private, personal, family reasons	18
Went into other volunteer work that was more important	4

3. Percentage of active adult volunteers involved in various activities

	1981	1983
Health	12%	13%
Education	12	16
Justice	1	3
Citizenship	6	7
Recreation	7	10
Social welfare	5	6
Community action	6	11
Religious	19	19
Political	6	6
Arts & culture	3	4
Informal, alone	23	23
Work-related	6	7
Fundraising	6	10

4. Percentage of non-volunteers who acknowledged doing one of the following:

(1983)	
Helping sick friend or neighbor	25%
Outdoor help for non-relative elderly	22
Babysitting for friend/neighbor	25
Help neighbors clear area	9
March or demonstrate	3

5. Percentage of adults involved in volunteer activity by region of country

	East	Midwest	South	West
1981	51%	54%	48%	57%
1983	55%	51%	54%	62%

6. Percentage of adults involved in volunteer activity by age

	14-17	18-24	25-44	45-54	55-64	65 or older
1981	53%	54%	59%	55%	45%	37%
		18-24	25-29	30-49	50-64	65 or older
1983		53%	67%	63%	54%	32%

7. Percentage of adults involved in volunteer activity by gender

	Male	Female
1981	47%	56%
1983	53%	56%

8. Percentage of adults in various occupations involved in volunteer activity

(1983)	
Professional/business	76%
Clerical/sales	51
Manual labor	54
Skilled workers	61
Unskilled workers	48
Farmer	63
Non-labor force	36

9. Percentage of adults involved as volunteers by marital status

	1981	1983
Married	53%	58%
Single	58	56
Widowed		31
Now divorced	42	48
Ever divorced		47

10. Percentage of adults involved as volunteers by city size

	1981		1983
Metropolitan	46%	1,000,000+	48%
Suburban	55	500,000 - 1,000,000	61
Non-SMSA	55	50,000 - 500,000	53
(Non-Standard		25,000 - 50,000	61
Metropolitan Statistical Area)		Less than 25,000	56

11. Number of hours spent in average week as volunteer (1983)

	Male	Female	18-24	25-29	30-49	50-64	65+
None	39%	31%	31%	31%	32%	35%	54%
Less than 1 hour	18	12	19	16	15	15	12
1 to 3 hours	20	22	20	28	23	22	11
3 to 5 hours	8	11	11	12	9	11	6
More than 5 hours	15	24	19	21	21	17	17

12. Asked to volunteer more or less in last year (1983)

	Total	Male	Female	18-24	25-29	30-49	50-64	65+
More	29%	34%	26%	57%	42%	28%	18%	15%
Less	17	12	20	16	9	14	20	28
Same	53	54	53	27	49	58	59	56
No Opinion	1	0	1	0	0	0	3	1

13. Percentage of adults involved as volunteers by race

	1981	1983
White	54%	55%
Non-white	41	39

14. Percentage of adults involved as volunteers by educational level

	1981	1983
College degree	75%	77%
Some college	65	67
High school graduate	54	51
Some high school	31	32
Grade school	26	26

15. Percentage of adults involved as volunteers by employment status (1981)

Total employed	57%
Employed full-time	55
Employed part-time	65
Not employed	45

16. Percentage of adults involved as volunteers by household income

	1981		1983
Under 4,000	40%		
$ 4,000 - $ 6,999	36		
$ 7,000 - $ 9,999	35	Under $10,000	37%
$10,000 - $14,999	46		
$15,000 - $19,999	53	$10,000 - $20,000	52
$20,000 and over	63	$20,000 - $30,000	56
		$30,000 - $40,000	74
$40,000 and over	62	$40,000 and over	78

17. Percentage of adults involved as volunteers by household size (1981)

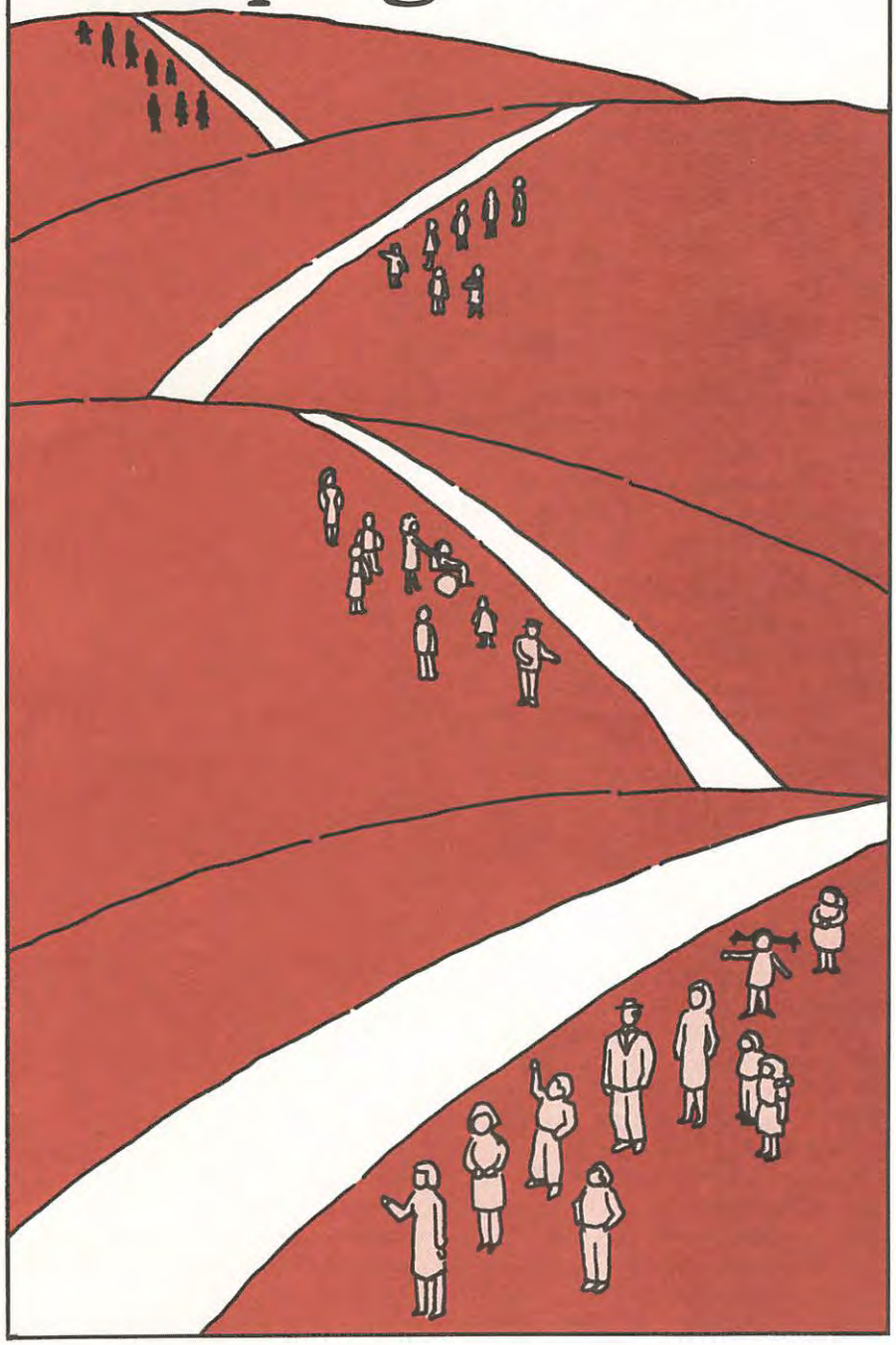
One	41%
Two	47
Three	55
Four or more	59

18. Percentage of adults from homes including children under 18 involved as volunteers (1981)

57%

Preparing An Effective Recruitment Campaign

By Richard Lynch



IN THEORY, THE PROCESS OF RE-cruiting is an easy one. Recruiting is simply a matter of showing a person that he or she can do the things he or she wants to do. As such, it is a helpful, mutually beneficial process.

In practice, however, recruitment often causes volunteer coordinators a lot of anxiety and frustration. The questions of what methods to use, how we alone can possibly reach so many people, and how to find the time given our other responsibilities often seem overwhelming. One way of reducing that anxiety is to prepare for the recruitment effort in a systematic way.

If you ask a person, "What would it take to get you to volunteer some of your time for an agency in the community?" the answers you get tend to be not about the recruitment technique employed but about the design of the job you're recruiting them to do. Nearly all will say something like, "It would have to be a challenging job," or "It would have to be a job that enabled me to meet and be with other people," or "It would have to be a job that I felt was worthwhile," or "It would have to be a job that gave me the opportunity to improve my skills."

The point is that unless we have done some other things before we start our recruiting campaign, we will have a harder time getting volunteers than is necessary. If we start by making sure that we do the kind of planning that leads to the kinds of jobs that attract the kinds of people we want to recruit, we not only will make recruitment easier but also will avoid problems of volunteer motivation later on. The chart shows how the process of recruiting flows naturally out of the process of designing jobs and developing a case for the organization. We need to have jobs that people are attracted to, and we need to have a powerful message as to why our program is important. Recruitment then leads naturally into the process of interviewing and screening in which the volunteer's own interests and abilities are compared to the jobs available and a mutual agreement is reached on what the volunteer will do for the agency. Often, this process leads us to

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modify the jobs that we initially have designed.

A recruitment effort depends on the hard work of a lot of dedicated people, not just the volunteer coordinator. These people include staff, volunteers, board members and people recruited to help with the effort. The volunteer coordinator's job is to prepare these people. They must have a systematic and uniform understanding of what they are trying to do and of how best to do it. In preparing for the campaign, the volunteer coordinator should consider the following six major tasks:

1. Who are we trying to recruit?

Are we targeting a particular group, or will any member of the community do? This is a question most of us don't ask because we have had experience with successful volunteers from a variety of backgrounds. It is easier, however, to recruit if we have some particular types of people in mind because it is easier to target our message to the needs of that particular group. Messages sent to the general community have to apply to everyone, and often wind up speaking to no one.

So ask, is there a certain type of person we want? Do we want someone from a particular age group? Do we want someone of a particular sex or ethnic background? Do we want someone with certain professional skills? The answers to these questions may be multiple—we may want young, old and middle-aged people, for example. But if we have reached this conclusion in a thoughtful way (rather than merely saying, "We'll take any age group"), we can then begin to target a recruitment campaign on each of these groups, with a slightly different message to each.

2. Where will we find them?

Once we have determined who we are trying to recruit, we can ask, "Where will we find them?" If we are after a certain type of professional, are there professional societies or clubs where such people might be found? If we are after members of a given age group or a certain minority group, are there places where groups of such people gather? Again, if we simply begin trying to recruit anyone in the general community, the answer to this second question is "everywhere." This answer makes our job a little more difficult because it will be harder to focus our recruitment efforts. People who are everywhere are also nowhere in particular.

Communities tend to be made up of circles of people—social groups, groups of employees, clubs, professional organizations and other types. In identifying who we are after and where they are to be found, we move toward identifying the circles of people we want to reach to present our recruiting message.

People also belong to readership, listening and viewing groups. If you are going to use the media in your campaign, you need to select which media to use based on the profile of its listeners/viewers/readers. Any newspaper, radio station or television station can supply you with such information.

3. How should we go about communicating with them?

After we have listed some locations where people can be found, the third step is to ask, "How will we communicate our recruiting message to them?" In general, the most effective means of recruiting a volunteer are those in which two-way communication is possible. The best form is communication from a current volunteer or board member, since they are attributed with purer motives than paid staff. (There is always the possible, subconscious suspicion that the paid person is trying to get the potential volunteer to do some of the work she gets paid to do.)

One of the weaknesses of having no particular target group in mind is that it is difficult to use methods that involve two-way communication when you are trying to communicate with the general populace. If we are trying to recruit "members of the general community" who are "everywhere," we have to fall back on one-way communication such as direct mail, press releases, posters, public service announcements, grocery bag messages, newspaper ads, handbills or talk-show appearances. Such efforts do succeed in recruiting volunteers, but they are less efficient in recruiting effective, dedicated volunteers than those methods in which a potential volunteer can ask questions and in which we can speak directly to the candidate's own needs and skills.

People volunteer only because they *want* to. Helping a person see that she can do something that she *wants* to do is easiest when a two-way conversation can take place. Therefore, while I would include easy and inexpensive methods of recruiting volunteers in my recruitment drive, I would concentrate on one-to-one conversations and on talking to groups small enough to get a good two-way conversation going.

Recruiting through such methods is a more labor-intensive way of going about it than the one-way communication type of campaign. Again, this means involving other people in the recruitment process. It means the volunteer coordinator needs to *manage* the recruiting effort, not do it all herself.

4. What will we say to them?

The fourth major step is to develop an effective recruitment message. Often, no thought is given to this at all—we just send people out to talk about what the agency does and about the kinds of volunteer jobs we want people to do. By doing this, we needlessly reduce the number of people who will respond to us.

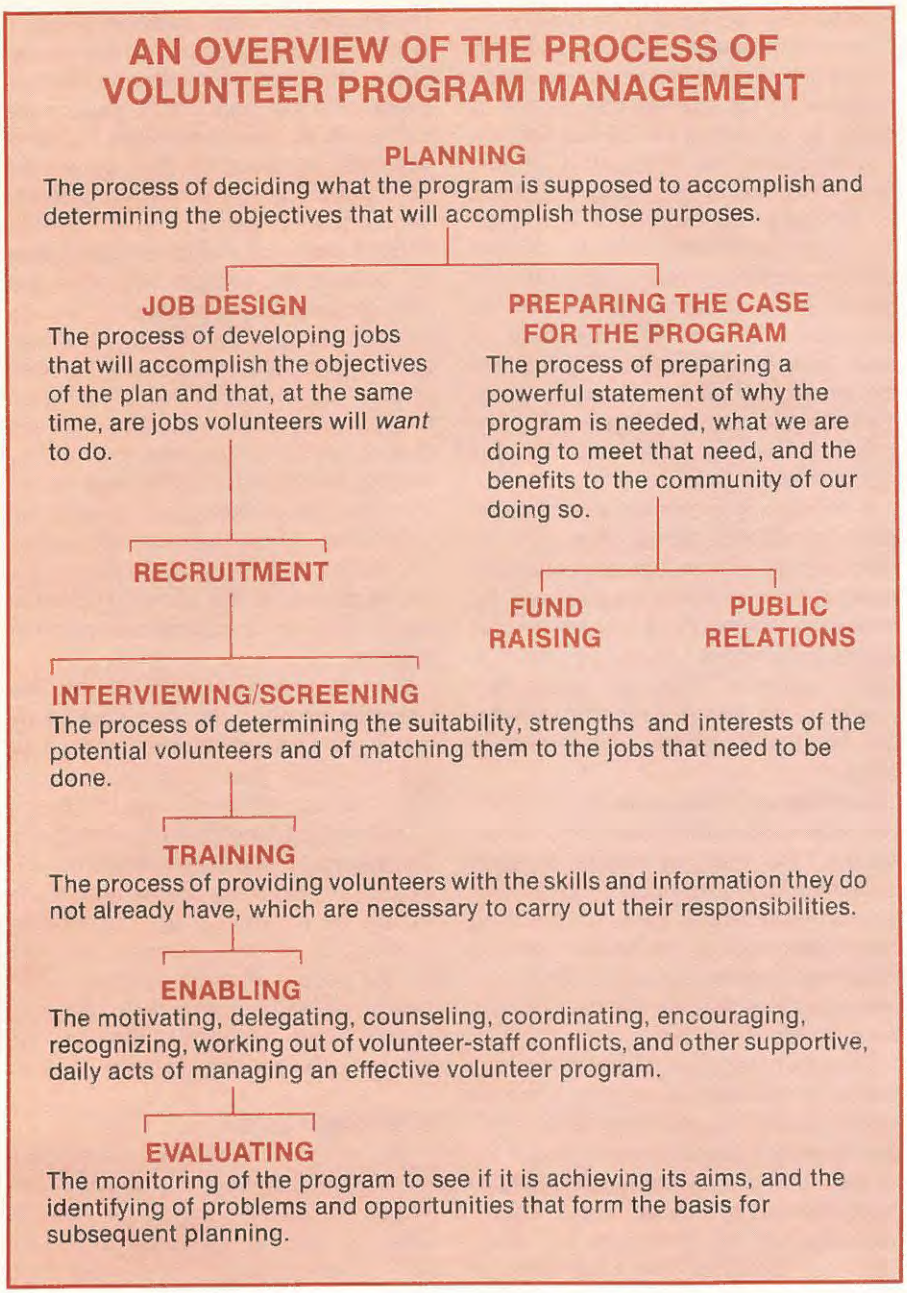
An effective recruiting message has three parts, the first of which is **the need.** Most recruiting messages seldom talk about why we want the person to do a particular job. They only talk about the activities the person will be performing. This leaves it up to the person being recruited to figure out what the need for those activities is.

The need usually refers to something that exists in the community, not something that exists inside the agency. "Our senior center needs volunteers to help cook hot meals for seniors one day a week" is not the kind of statement I'm referring to. The problem with such a statement is that it conjures up only the picture of sweating over a hot stove, and it is too easy for a person to say, "Who cares?" By including a statement of need in the recruitment message, we show people how they can help solve a problem rather than merely do some activities.

Oftentimes, for volunteers involved in direct service, the need will be the need of the clients to be served. A few such statements of need are listed in an abbreviated form below:

- Nutrition center volunteer: "Many elderly in our community cannot afford to get a balanced diet and are suffering from malnutrition."
- Hospital volunteer: "Many patients in the hospital for long stays are lonely and depressed."
- Crisis clinic volunteer: "Some people

AN OVERVIEW OF THE PROCESS OF VOLUNTEER PROGRAM MANAGEMENT



in our community suffer from mental fear and anguish so intense that they do harm to themselves and to other people."

- Literacy volunteer: "Many people from all walks of life are unable to take advantage of the full benefits of our society because they are unable to read or write."
- Girl Scout leader: "Many girls grow up without the self-confidence and other skills to become competent, successful adults."
- Fire department volunteer: "People in outlying areas who have heart attacks cannot be reached from the main station in time to save their lives."
- Mental health receptionist: "Clients coming into the center are often embarrassed, confused and uneasy."
- Art museum docent: "Many people who visit the museum would like to know more about the exhibits. Sometimes their lack of knowledge causes them to miss a great deal of the meaning and beauty of the exhibits, and their interest in returning to the museum wanes."

In accepting such a job, the volunteer is directly answering the needs that the agency itself exists to address.

On the other hand, some volunteers are recruited to do things that do not directly affect the agency's main work. Some clerical types of volunteer jobs, for example, exist to meet the needs of staff or of the agency more than they do the needs of the clients or the community.

In talking about the need in such circumstances, it is important to talk about the needs of the staff in the context of their work in meeting the needs of the community. A few examples are listed below:

- Voluntary Action Center clerk/typist: "When people call up wondering what they can do to help make the community a better place, staff are sometimes limited in their responses because the information we have is not filed systematically and not typed."
- United Way envelope stuffer: "A key part of our being able to support agencies who are working to solve the problems of our community is a direct mail appeal, which is hindered by lack of staff time to stuff and address the envelopes."
- Public television phone worker: "Citizens who enjoy the programming provided only on public television depend on pledge drives to keep us on the air, yet we have far too few staff to mount such drives."
- Community action agency bookkeeper: "In order to continue our efforts to improve the lives of the poor, we must account for our grants properly, a skill none of our staff have."

The **statement of need** should lead the potential volunteer naturally to the conclusion that something ought to be done about it. In one-to-one or small group situations, the recruiter can stop at this point to check to see if the potential volunteers agree that this is a need worth doing something about. Often, in such situations, the potential volunteer may stop to remark on the seriousness of this situation.

Returning to our example of the senior center, the recruiter might ask the potential volunteer if he was aware that many seniors in the community were unable to afford nutritionally balanced meals and were suffering from malnutrition. She might include some anecdotal evidence or some statistics, though these are often less compelling in conversation than stories about actual people. If he doesn't say anything, she might ask what he thinks about it. A normal response would be something like, "That's terrible," or "I had no idea," or "Somebody ought to do something about that."

Such responses then lead naturally to

the second element of an effective recruitment message, which is to show the volunteer how he or she can help solve this problem. In other words, *now* is the time to talk about **the job description** or what we want the volunteer to *do.* By describing these activities in the context of the need, we make our recruitment message more powerful. If we merely jump in and talk about the activities without also defining the need, some people will be able to figure out why such activities are important, but others won't. By making the assumption that people will see why the work is worth doing, we needlessly screen out people who would like to give their time to a worthwhile effort but aren't able to see why this job is important. Using our example, the potential volunteer might be quite eager to help out in the kitchen to help overcome the problem of malnutrition, while he may be totally uninterested in the job if it is merely described as cooking, busing dishes and serving meals.

Of course, doing something worthwhile isn't the only reason people volunteer. Our recruitment message therefore needs to show how they can meet other needs they might have. This third part of the message, **the benefits,** helps people see how they can help themselves by doing activities that help the agency serve the community.

People volunteer for all manner of reasons besides helping other people, some of which are listed below:

- To "get out of the house"
- To get to know important people in the community
- To establish a "track record" to help them get a job
- To make a transition from prison, mental illness or other situation to "the real world"
- To "test the water" before making a career change
- To make new friends
- To be with old friends who volunteer at the agency
- To develop new skills
- To gain knowledge about the problems of the community
- To maintain skills they no longer use otherwise
- To impress their present employer
- To spend "quality time" with some members of the family by volunteering together
- To gain status
- To escape boredom
- To feel a part of a group

To be as effective as possible, the recruitment message needs to show the potential volunteer that whatever combination of needs she has can be met by doing an important job at the agency. This section of the message is particularly important in recruiting volunteers for clerical or staff support jobs, such as the legendary envelope stuffer. People don't volunteer to stuff envelopes because of the sheer joy of it or for the satisfaction of creating mountains of mail. They do it for some other reason, the most common one being the pleasure of socializing with a group of other people while they do this important but not very exciting task.

If the recruitment message is presented in a one-way format, it should list some benefits the volunteer coordinator thinks will appeal to the target group. If it is being presented in a two-way format, where the recruiter has an opportunity to talk to potential volunteers about their needs, skills and desires, the benefits can be tailored specifically to the audience.

Because each volunteer has a different combination of motivations for volunteering, the recruiter needs to know something about the person in order to do the most effective job of encouraging him to volunteer. If the person wants to meet new people, we want to make sure we stress jobs that allow him to do that, for example.

If the recruiter doesn't know the person she is trying to recruit, and if she is able to arrange the circumstances to allow for it, she should spend some time with the person to find out what kind of benefits might appeal to him, perhaps suggesting a few from the list above. This situation also provides the opportunity to identify some things the potential volunteer is concerned about and enjoys doing, and other clues to what it is he *wants* to do. This may lead to the establishment of new volunteer job opportunities.

For example, a person who wants to help the aforementioned senior center might have a hobby of photography. As the recruiter talks to the person about helping out in the kitchen (which is what the agency wants him to do), she may notice that he is only mildly interested in that particular job. When she talks to him about photography, however, his interest perks up. She might then ask if he would be interested in using his photographic skills to help the center.

If the recruiter learns what kinds of benefits are important to the volunteer, it is important that these be communicated to the volunteer coordinator so she can make sure the volunteer's experience fulfills his expectations. One cause of volunteer turnover is that volunteers don't get the things they volunteered to get. They volunteered to be with friends and got assigned to different shifts; they volunteered to escape boredom and were given a boring job to do; they volunteered to get involved in a regular, soothing, non-stressful activity and were given a high-risk task; they volunteered to learn new skills and never got the chance to do anything beyond what they already knew; they volunteered to impress their employer and never got a letter of thanks sent to the employer; and so on. The information obtained from effective recruiting is the same information that can be used in successful volunteer retention.

The statement of benefits, like the statement of need, is often omitted by recruiters, perhaps because they would like to ascribe purer motives to volunteers or because it is so obvious to them.

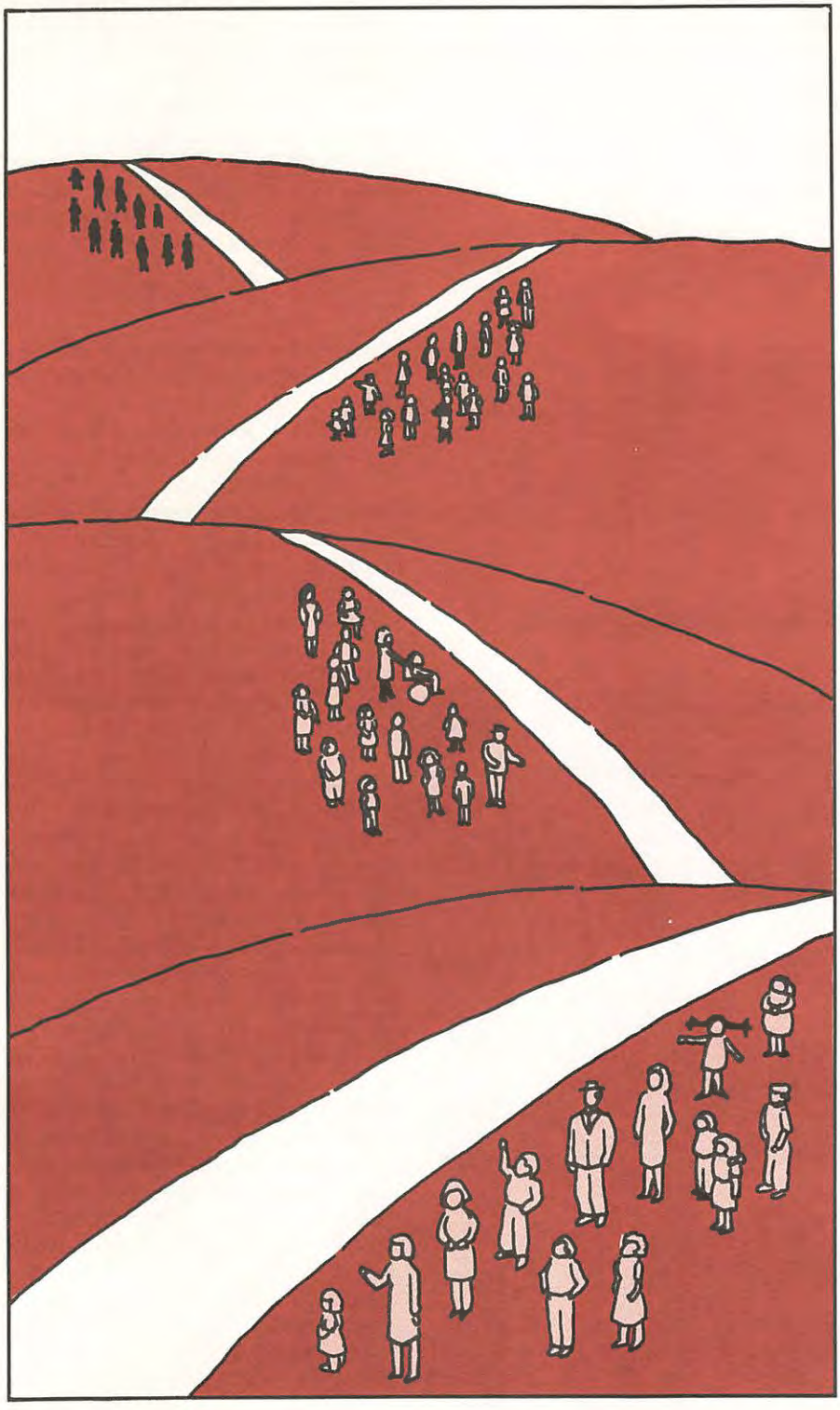
Stating the need, the job and the benefits is essential if we are to have the best chance of recruiting as many effective people as possible. Regardless of the types of recruitment methods you use, tell the people what the problem is (the need); show them how they can help solve it (the job); and tell them what they will gain (the benefits) in the process.

5. Who will do it?

The fifth step in preparing an effective recruitment campaign is to consider, "Who will do the recruiting?" This is where we decide how to get more two-way communication into our recruiting effort and who will take the responsibility for creating posters, contacting radio stations and other forms of one-way communication.

As indicated above, the most effective people are often those who are volunteers or board members of the agency. In order to insure their effectiveness, however, we need to be sure they know that this is their responsibility, and who they are supposed to recruit, where to find those people, how they are supposed to do it, and what they are supposed to say. In short, they need to be well-equipped by staff to do the most effective job possible.

An often over-looked and extremely effective resource is a person who is re-



cruited specifically to recruit volunteers. If you are looking for volunteers from the workplace, for example, an effective first step is to recruit an employee whose volunteer job is to identify potential volunteers within the company and recruit them for jobs they would want to do. Such a person can play this role year-round, thus providing more flexibility than other means of recruitment. Every time a need for a volunteer arises, the volunteer coordinator can put the word out through the volunteer recruiters. Those people can then approach people they know who might be interested in the new opportunity to volunteer.

An effective volunteer program might have volunteer recruiters in a variety of the groups that make up the community at large. Such a network, once established, enables the volunteer coordinator to use the most effective form of recruitment—face-to-face contact with someone you know—in a systematic and easy way. A good way of setting up such a system is to have staff, board members and other volunteers think about people they know in the various community groups who might be willing to volunteer their time in this way. These people can then be brought together for a training session.

Although a lot of effective, person-to-person recruiting "just happens," we can make a lot more of it happens by systematically encouraging it. Everyone involved in the organization, both volunteers and staff, should understand what their recruiting responsibilities are within the framework of the overall plan. Each time a need for a new volunteer arises, the volunteer coordinator can prepare a job description, and a rough statement of the need and possible benefits. This can be communicated to all staff, board members and present volunteers (especially those recruited for this purpose) so that they might begin looking, among the people they know, for good candidates.

6. How will they know what to do?

The last step in preparing for the recruitment effort is to train those who will be delivering the recruitment message. If you follow the principles described above, this means training everyone involved with the agency. Everybody knows potential volunteers; it's just a matter of getting them to think about asking people they know to make a commitment to solving agency needs and of equipping them to make a coherent case for doing so.

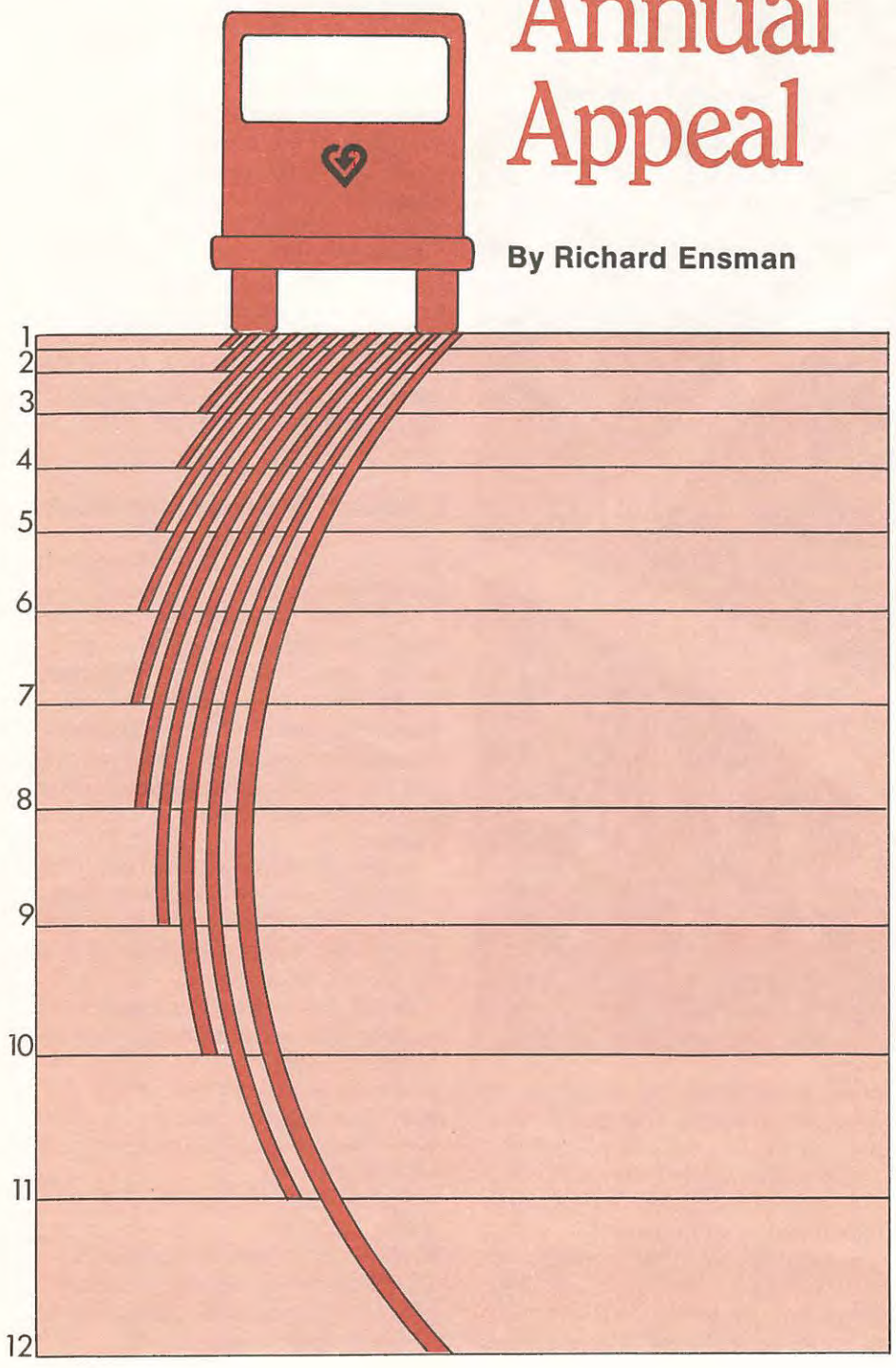
In general, training should cover the participants' role in the recruitment process and provide adequate opportunity for them to role-play their presentation of the recruitment message.

To sum up, keep these questions in mind as you prepare for your next recruitment campaign:

- Who are we trying to recruit?
- Where will we find them?
- How should we go about communicating with them?
- What will we say to them?
- Who will do it?
- How will they know what to do?

Taking the care to answer them thoughtfully will help you to manage a more effective recruitment campaign.

Recruiting Volunteers Through An Annual Appeal



By Richard Ensman

THE RESULTS OF THE APPEAL were superb. Twenty-seven pledges arrived in the morning's mail. The evening telephone effort resulted in 56 more pledges of support. More than 50 percent of the donors made personal comments about the value of the agency's work. Early returns clearly indicated that this year's appeal would easily be the most successful in history.

Is this the story of a well-orchestrated annual fund drive? Are all the indications of success an expression of financial support from a committed constituency?

Not at all. This is the story of another kind of appeal—an annual appeal for the time and talent of volunteers. And, as every agency administrator knows, volunteer support is extremely important—sometimes even crucial—to the success and growth of agency programs.

The "annual volunteer appeal" is not really a novel concept, yet it is not frequently used by agencies in the 1980s. That's surprising given the relative advantages of such an approach.

From the standpoint of volunteer coordinators, one annual "push" for volunteers saves lots of time and money. Day-to-day or week-to-week recruiting becomes unnecessary, leaving time for the all-important tasks of training and supervising men and women who choose to give their time and talents to the agency. An annual volunteer appeal is much easier to publicize, too. It's next to impossible to make a big media splash—with letters, phone calls, newspaper announcements and special editions of newsletters—every time an agency wants to recruit a volunteer envelope stuffer. But, if the envelope stuffer—and 99 other volunteers—are going to be recruited all at once, a big publicity push is not only possible, it is also relatively easy.

From the standpoint of prospective volunteers, the annual appeal is ideal. Each can see the entire range of volunteer needs an agency has and can pick and choose assignments without fearing that "better opportunities" will come up a

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Rick Ensman is the director of development of the United Cerebral Palsy Association in Rochester, N.Y. His article is based on 10 years' experience in conducting annual appeal campaigns for both funds and volunteers on behalf of nonprofit organizations in the Rochester area.

week later. The annual appeal also serves as a kind of guide to people interested in volunteering; many appeals actually arrange volunteer jobs in "catalog" fashion, with brief job descriptions, duty hours and expected levels of responsibility attached to each catalog entry.

Annual volunteer appeals can quickly become part and parcel of the agency's lore and tradition. People look forward to the appeal. It generates excitement and commitments of time and talent.

Creating An Inventory of Volunteer Positions

Before an appeal can be conducted, however, someone in the agency—the volunteer coordinator, the chief executive, the program director—must have a listing of all prospective volunteer jobs. It's amazing how loosely organized the volunteer program can be in so many well-managed nonprofit organizations! A few simple steps can yield an organized, complete listing of volunteer jobs.

First, all staff in the agency must know that an appeal is coming up and that centralized volunteer recruitment will take place.

Second, staff utilizing the services of volunteers should be asked to prepare simple, but complete, job descriptions for each volunteer position available. They should contain the same level of depth and professionalism that a staff job description would contain. And, that's not all. These job descriptions should contain summaries of qualifications (personal and professional), as well as lines of supervision and accountability, expected work hours, and any non-financial compensation (for example, educational programs, special training experiences, or public recognition) involved in the position.

Third, these job descriptions can be forwarded to the person responsible for the annual volunteer appeal with a request for a certain *number* of volunteers. The appeal coordinator, of course, has to review all of the descriptions and prepare simple summaries of all volunteer positions for the appeal itself.

Finally, once this system of centralized recruitment is in place, an ongoing master list can be used to track volunteer positions—filled and unfilled, recognition or award dates, anticipated start and termination dates of particular volunteers, and other logistical needs of the volunteer program. The master list is really nothing more than a comprehensive inventory of positions, kept up to date on an ongoing basis.

Preparing for the Appeal

A volunteer appeal need not be an elaborate or time-consuming affair. A small agency could prepare an appeal with a minimum of expense and effort, provided a design for appeal materials exists.

Two broad areas of concern are paramount in this phase of the recruitment effort—recruitment materials and lists of prospective volunteers.

First, an overview of materials. A volunteer appeal is really nothing more than an appeal for resources—in this case, time and talent. An appeal for volunteers can be modeled after an appeal for funds. Using the standard format of a direct mail fund raising appeal, the volunteer appeal would consist of five elements.

The **appeal letter** is probably the most important of these. Usually two pages in length, this letter describes—in general terms—the needs of the agency and the vision of its leaders. The terminology and tone of the letter should be geared to the needs of the potential readership. An older, more traditional audience, for instance, might respond most favorably to an appeal stressing the agency's heritage and competence. A readership consisting of professional people in their 20s would probably respond most favorably to an appeal stressing the challenges and excitement of the agency's work. These images are, of course, stereotypical, but the appeal letter should be written with the agency's audience in mind. Only when the reader sees the agency's values and virtues "merging" with his or her own will an appeal be a major success.

The **volunteer brochure** is another vital piece in the direct mail appeal. This brochure contains the listing of volunteer positions, hopefully described in vivid, colorful terms. A short sentence or paragraph should accompany each volunteer position entry. Something like this, perhaps:

RECEPTIONIST. For senior adult recreation center. Greet visitors and callers—approximately 20 telephone calls and 15 visitors a day. Light filing and typing. A chance to greet and meet a wide variety of people—people with problems and needs (and smiles). Six hours per week. Ideal for a warm and caring person. Intensive training is provided.

The brochure can be prepared in list form, or if the agency wants to make the material a little bit more exciting, it can be prepared in catalog form (small booklets of four or eight pages with volunteer positions listed inside), it can use artwork (for instance, sketches of children could accompany descriptions of youth service volunteer positions), or it can describe the volunteer jobs on small cards, with one position per card.

Sometimes positions can be arranged by program or activity; sometimes they can be listed randomly; there is no standard format. Both approaches seem to generate interest and wide readership.

The volunteer brochure can be an attractive and novel description of volunteer activities available in the agency. It can be a chance for the agency to use its own creativity and imagination in placing its needs before the public. More important, even, the brochure can be used throughout the year—it is not limited in scope to the volunteer appeal.

The **response device** is the card that appeal readers will use to sign up or express interest in volunteer positions. If there's a large number of positions available, design of this card could be tricky. Usually, the response card in a fund raising appeal is a somewhat stiff piece of paper about 8-1/2 by 3-1/2 inches. It fits comfortably inside a Number 10 (business size) envelope and the reader's name is imprinted on the card, appearing in the window of the Number 10 envelope. This format is ideal, of course; anything with the reader's name already imprinted on it will help to create a sense of personalization and induce greater response rates.

The response device might simply leave a space for readers to write in the volunteer position(s) they like. Or, a numerical code might be used, with readers invited to circle the number(s) corresponding to particular positions.

Whatever approach is taken, it is important that some motivational material appear on the response card. "Yes, I'm going to support the work of the XYZ Agency with a gift of my time this year," or "I love people and I'd like to work with them. My area of interest is checked below." Again, such statements help to personalize the appeal and elicit strong reader sentiment. Some response devices use photographs or sketches along with this material.

The **exterior envelope** is the Number 10 envelope containing the appeal.

(Usually a Number 10 is used, but an agency could adopt a different format; a Number 10, however, is the perfect size for most letters and brochures.) This envelope might simply be a standard agency envelope—or it might be a variation of the agency's standard envelope with some volunteer recruitment material appearing on the cover itself. A sketch of a small child, a logo for the recruitment appeal, or an invitation to "read what's inside and serve your community" might generate immediate interest on the part of readers.

The **business reply envelope (BRE)** is the "return" envelope readers can use to send back their response cards. A BRE is a relatively important piece in the direct mail package. Although many people will fill out a response card and return it in their own envelope, direct mail research has consistently shown that BREs do induce greater response rates. A business reply envelope simply allows the reader to return the response card by dropping the envelope in any mailbox. No postage or addressing is needed. A business reply mail permit can be obtained at low cost from the U.S. Postal Service.

Next comes the question of mailing lists. The most extensive and well-prepared appeal will do little good if it is not directed to the right people.

Every agency has certain "publics" interested in its programs and services. Every agency experiences different expressions of interest and support from different groups of constituents. If lists of the various agency publics are not readily available to the appeal coordinator, he or she should seek them out. They might include former donors, annual donors, staff, former staff, clients, former clients, friends of the agency, members of affiliates, residents of the surrounding community, local civic organizations and neighborhood religious groups. These publics will be the prime recipients of the agency's volunteer appeal, so the appeal coordinator must be sure that

- A list of the "publics" is available and clearly understood;
- Mailing lists exist for each of the publics;
- The lists exist in a form suitable for mailing a volunteer appeal (for instance, the list might be on computer tape or an addressograph file);
- The lists are up-to-date and reliable.

If the constituency of an organization is diverse, a single volunteer appeal—however well written—may not do the job. Individual appeals directed to particular *segments* of the constituency may be necessary to motivate people to give their time and talents. For instance, an agency might direct one appeal letter to former clients, another appeal letter to "friends of the agency," still another to past volunteers. Each of the appeals would focus on different experiences and images of the agency; each appeal would be written with a special group of people in mind, and directed to the portion of the list containing the names and addresses of the clients, friends, or past volunteers being targeted.

Just as in fund raising, the market for volunteer recruitment may need to be tightly segmented and the appeal's format and content varied for each segment.

Publicizing the Appeal

The best appeal will not be fully effective if it is dropped on prospects cold. An agency preparing an annual volunteer recruitment program would be wise to let people know what's coming—especially if the appeal is a first-time-ever event.

Several publicity methods have proven particularly effective in volunteer groups around the U.S. in generating interest in these recruitment efforts.

First, **pre-appeal letters** can be sent to volunteer prospects or the entire agency constituency. Written by the agency's chief executive, volunteer coordinator or perhaps a board member, the pre-appeal letter tells people that an important and vital message will be coming to them in the next few weeks. It often asks people to be ready to make a commitment of time or talent. It preps people for what is to come.

Second, **general media publicity** is useful for creating background knowledge of the appeal. Media publicity can include articles in the agency's newsletter or house organ, features in the community's newspapers, or if special events can be staged, spots on local radio or television. (Some agencies, for instance, highlight the contributions of volunteers around this time and invite reporters to write stories or do TV spots on them.)

Third, **volunteer recognition efforts** can occur around this time. Some agencies have an annual recognition and awards dinner—thanking people for their past efforts on behalf of the agency and instituting a new appeal for volunteers at the same time.

Fourth, if the agency recruits volunteers via other community institutions, **speeches, talks and coffee hours** throughout the community are especially helpful. Most civic, community and social organizations, as well as churches and schools, are usually delighted to host representatives of agencies seeking volunteer help.

Throughout the entire pre-appeal period, the agency's leadership should be talking about the upcoming event. Informal contact and conversation with past volunteers, mention of the appeal in community contacts, and even, use of buttons, bumper stickers, and posters throughout the community all create a genuine awareness of the work of the agency's volunteers.

Thanking Volunteers

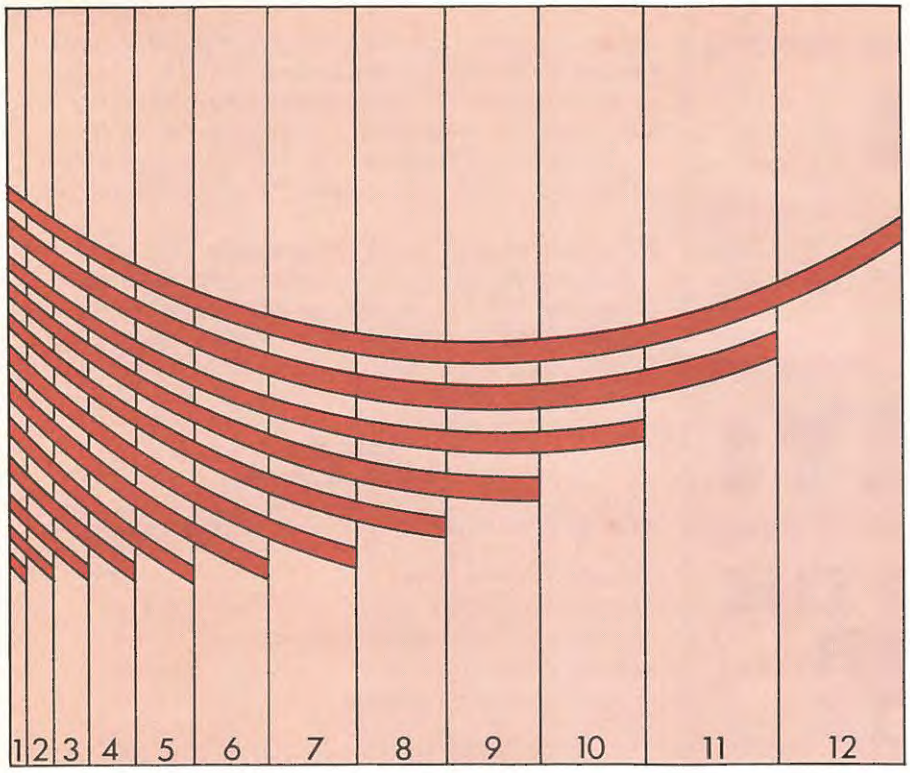
Everyone knows that volunteers need occasional recognition and thanks for their work. Many agency administrators, however, forget that *new* volunteers need immediate thanks for their efforts *to come*. Psychologists often speak of the need for quick and substantial reinforcement for new behaviors; this is true in volunteer administration as well as other areas of human behavior.

A new volunteer, walking into the agency for the first time, will probably be a little apprehensive or uncertain about his or her duties, abilities and value. Once a volunteer has made a commitment to give time to an agency, the agency should do everything in its power to affirm the role of the new member of the agency team. A personal thank-you note from the agency's board president or chief executive, a telephone call from the volunteer coordinator, a tour of the agency—with emphasis on volunteer amenities (coffee pot, lounge area, library)—might be conducted, or, a small gift (a book, membership card, or description of the agency's history) might be presented to the new volunteer.

Yes, volunteers should be thanked from time to time after periods of extensive service. But, new volunteers, embarking on a new journey in their lives, need just as much recognition and care (or maybe more) as "old" volunteers.

Follow-up

Although a volunteer appeal occurs only once a year, volunteers work around the year. Because volunteers are hu-



man—and because agency needs and duties change—volunteers and positions can become mismatched from time to time. The scope of a volunteer job changes, leaving the volunteer alienated and frustrated. Perhaps a volunteer just wants to try something new or cannot volunteer during certain hours because of a change in family routine. All of these factors can involve frustration—and yet, challenge—for the agency with a comprehensive volunteer program.

First, an agency volunteer coordinator would be wise to check up on volunteers from time to time. Every six months wouldn't hurt, and a yearly check-up is almost mandatory. It can consist of an informal conference, a review of performance and problems, and a preview of future volunteer possibilities. It need not be quite as elaborate as a performance appraisal or evaluation, but it should be conducted in depth so that the volunteer's deepest needs and desires should be brought out and used as the basis for appraising the value of the volunteer effort.

Second, the agency should keep a running record of volunteer activities and accomplishments. Volunteers can be encouraged to keep logs on a daily basis or complete monthly progress reports on their work. Perhaps some statistical material—involving contact with clients or office routines—would be helpful. Statistics and reports help the top managers of the agency keep abreast of volunteer efforts and often point the way to new program directions within the agency.

Third, volunteer activities should be formally recognized from time to time. Volunteer awards and recognition activities already have been mentioned, but ongoing thank-you notes, certificates, newspaper publicity, dinners, coffee hours, family days or just simple expressions of verbal thanks are all important—both to convey the genuine appreciation of the agency's leadership for the untiring efforts of volunteers and to affirm the role of the volunteer.

Fourth, volunteers should be encouraged to recruit other volunteers. Recruitment need not be limited to an annual appeal or other conventional means. The best source for qualified, enthusiastic volunteers is existing volunteers. Every few months the agency's volunteer coordinator might send out a referral slip to every volunteer asking for names of prospective volunteers. Or, a meeting might be scheduled—with lots of advance publicity—for interested persons. Or, perhaps volunteers could be encouraged to bring friends along with them on their "volunteer rounds" to get them acquainted with the agency.

Fifth, volunteers should be invited to appraise their own jobs—and their entire volunteer program—from time to time. It's not just supervisors and paid staff who should be evaluating the success of a volunteer program. On the contrary, volunteers often bring the best grassroots insight into client satisfaction, efficiency, cost-effectiveness and program results. Their views should be constantly solicited. Also, volunteers should be asked to suggest changes and improvements in volunteer recruitment, training and supervision methods. Often their views are compellingly objective and should never be ignored.

Finally, the agency should evaluate the success of the entire appeal effort. Volunteer recruitment and administration are far too important in today's human service agency to be left to haphazard planning and follow-up. In fact, before a volunteer appeal is even conducted, agency administrators might sit down to set some realistic goals for the program: How many publicity outlets will be involved in the appeal? How many volunteers will be recruited? How many volunteer hours will be donated to the agency over the coming year? How many new volunteers will "stick with it" for an entire year? How many new clients will be served as a result of the volunteer program?

All of these questions—and probably more in many agencies—are extremely important. These questions should be posed before the appeal is even initiated, and once complete, the questions can be answered with a careful audit of performance and results. Even if the appeal does not meet the standards set by the agency, lessons can be learned. New plans can be made for the next year's appeal. Obstacles can be identified and later overcome. Problems can be parceled out to staff for resolution. Without question, the volunteer appeal should be rigorously scrutinized just as carefully as any other agency operation. Success will come only with careful planning and analysis.

An annual appeal is not a sure-fire way to start or improve a volunteer program. It is but one way to recruit volunteers in a competitive environment. But—it is a proven technique for instilling interest and enthusiasm among potential agency volunteers. With a little creativity and a lot of spirit among agency leaders, the annual appeal can become a tradition very quickly—one that is eagerly awaited for its benefits to volunteers and agency operations alike.

1983 VAC SURVEY:

SUPPORTING THE VOLUNTEER COMMUNITY

Compiled by Stephen H. McCurley

The following article reports the results of the survey conducted jointly by the Association of Volunteer Bureaus, Inc., and VOLUNTEER: The National Center for Citizen Involvement. The survey examines the community of 350 Voluntary Action Centers in North America.

Voluntary Action Centers (VACs) are community-based local organizations that serve as a focal point for volunteer activity. They are known by a variety of names, the most common being Voluntary Action Center, Volunteer Bureau and Volunteer Center. VACs serve a number of functions within the community, including

1. Recruitment and referral of volunteers to agencies;
2. Technical assistance and training of agencies operating volunteer programs;
3. Sponsorship of special projects, such as RSVP, alternative sentencing, etc.;
4. Public awareness programs, such as local volunteer awards; and
5. Work with corporate and union volunteer programs.

Each VAC designs its activities around the needs of its community and its ability to generate funding and support.

As the data below indicates, the VAC community represents great diversity in size, scope and operation. Some VACs are independent nonprofit agencies; some are a part of United Way or another local organization; some are a part of local government. The largest VAC has a budget of almost $1 million; the smallest, below $10,000. Staffs range from a single, part-time volunteer to over 12 paid professional staff. Despite this diversity, all VACs work toward a common goal: increasing and strengthening volunteering at the community level. Their success at this seems evident—during the period examined in this survey, over 220,000 people were recruited as community volunteers through the VAC network.

Steve McCurley is VOLUNTEER's director of constituent relations.

VAC Organizational Structures

VACs operate with a variety of organizational frameworks. Some have their own separate nonprofit status while others exist as a program within another community agency. Table 1 displays the pattern of organizational structures reported in the 1983 survey:

TABLE 1
VAC Structures

TYPE OF STRUCTURE	WITHIN STRUCTURE
Separate Nonprofit Agency	67.0%
Division of United Way	21.0
Division of Another Community Agency	9.0
Unit of Local Government	3.0
Program of Community College	.6

This distributional pattern seems to have remained fairly constant in past years. Most newly formed VACs operate as separate agencies, once they are established. The number of VACs that are a division of United Way appears to have increased in recent years, but the relative percentage of United Way VACs has held steady. The only significant change reflected in the above data is the increase in the number of VACs that are a part of a local government unit—an outgrowth of the increased interest in volunteering among government agencies.

VAC Budgets

VACs also come in a variety of sizes, reflecting age, size of community, success in funding, etc. This section examines the size and composition of those budgets.

A. Budget and VAC Structure

Table 2 compares the budget of the VAC with its organizational structure. In analyzing the table, keep in mind that the budgets of those VACs that are a unit of another agency (whether United Way, local government, etc.) may understate the real working budget of the VAC because they may not include in-kind or indirect support services provided to the VAC by the parent organization.

For this reason, it is impossible to compare relative sizes of budgets between the various categories. One may, however, generalize that the VACs with the largest budgets are those that are independent agencies, perhaps because of their greater freedom to initiate special projects that add to the overall VAC budget.

B. Budget and Population Area

Table 3 compares the size of the VAC budget with the size of the population area served by the VAC.

In general, there is a small, but by no means controlling, relationship between the size of the population area served and the amount of the VAC budget.

TABLE 2
VAC Budget Vs. VAC Structure

Budget	Independent Agency	Unit of United Way	Unit of Local Agency	Unit of Local Govt.	Other
$0-10,000	7	2	1	1	
$10-25,000	22	3	5	1	
$25-50,000	24	11		1	1
$50-75,000	14	5	3		
$75-100,000	15	4	2		
$100-150,000	8	4		1	
$150-250,000	13	3	1		
$250-500,000	5		1	1	
$500,000+	2				

Key: Numbers represent VACs in each sub-section.

TABLE 3
VAC Budget Vs. Population Area

BUDGET	POPULATION					
	0-25,000	25-100,000	100-250,000	250-500,000	500-1,000,000	1,000,000+
$0-10,000	2	5		2		1
$10-25,000	2	17	10	2		
$25-50,000		10	9	16	1	1
$50-75,000		3	8	6	2	2
$75-100,000		5	4		7	5
$100-150,000		1	2	3	4	4
$150-250,000		1	2	4	4	6
$250-500,000			2		1	4
$500,000+				1		1

C. Sources of VAC Funding

VACs receive funding from a large variety of sources. Over 25 different *types* of funding sources were reported in the survey. In general, the most common sources of VAC funding are shown in Table 4.

TABLE 4
Sources of VAC Funding

SOURCE	% OF VACS RECEIVING FUNDING FROM SOURCE
United Way	87%
Special Events	37
Local Government	36
Individual Donations	36
Federal Government	28
Training/Consulting Fees	26
Corporate Donations	21
State Government	17
Memberships	15
Agency Fees	11

The order of importance of funding sources varies somewhat when examined in the context of which sources contribute the largest *amounts* to a VAC that receives funding from that source. Viewed in this manner, United Way still heads the list, but is followed closely by grants and contracts from local government. Those VACs that do have funding support from local government tend to receive a large portion of their budget from this source. The next three places in order of relative amount of funding are held by federal government grants and contracts (primarily from the Department of Health and Human Services or ACTION), state government grants and contracts, and foundation grants. Training and consulting fees, which contribute to the budget of 26% of the VACs, only provide a very minor portion of the budget of any of the VACs who receive them.

There is a clear trend toward diversification of VAC funding. The Los Angeles VAC provides one of the best examples of this—it receives funding from 11 different source areas, none of which contributes more than 31% of its overall budget.

Diversification has meant a move away from total reliance on United Way support. Of the VACs who are United Way-supported agencies, only 13% receive 100% of their funding

TABLE 5
Five-Year Funding Patterns

PATTERN	Independent Agency	Unit of United Way	Unit of Local Agency	Unit of Local Govt.	Other
Increase	73	21	6	2	1
Decrease	11	1	3	2	
Same	10	11		1	
Up & Down	6	4			

KEY: Figures represent number of VACs.

from United Way. Of the VACs who are divisions of United Way, only 41% receive all of their funding from United Way.

D. Trends in Funding

Most VACs reported favorable trends in funding. Table 5 indicates the trend in the size of VAC budgets over the past five years.

Overall, 68% of responding VACs reported an increase in budget over the past five-year period, and only 11% reported a general decrease.

Recruitment of Volunteers

Recruitment and referral of volunteers are regarded as their primary task by the majority of VACs. The 155 VACs who provided recruitment totals reported involving over 221,000 volunteers within a 12-month period. VACs generally are quite successful at locating a placement for a volunteer—the average percentage of those referred who were eventually placed with an agency was 73.8%

Only 40% of VACs require a written contract or agreement with an agency before referring volunteers. Many VACs indicated a desire for a written agreement, but cited agency opposition as an insurmountable barrier. The overwhelming majority of VACs reported a total inability to get agencies to report back total hours of time donated by VAC-referred volunteers.

Table 6 indicates the most popular methods of recruitment utilized by VACs.

TABLE 6
"Best" Recruitment Method

METHOD	% OF VACS CITING AS "BEST"
Newspaper Column	78%
Contact with Volunteer Groups	6
TV Ads or PSAs	5
Skillsbank	2
Volunteer Fair	2
Radio Ads or PSAs	2
Word of Mouth	1
Yellow Pages	1
Speakers' Bureau	1
Volunteer Opportunities Book	1

Most VACs utilize a variety of the above techniques.

The majority of the VACs have some restrictions on referral of volunteers to requesting organizations. Slightly over 87% of those responding had at least one restriction. Of those who did impose restrictions, the type and pattern of the restriction are shown in Table 7.

TABLE 7
Restrictions on Referrals

RESTRICTED CATEGORY	% VACS WITH RESTRICTION
For-Profit Organizations	84
Political Groups	66
Fundraising Purposes	46
Religious Organizations	17
Individuals	4
Membership Campaigns	1

Of those VACs who do not refer volunteers to for-profit organizations, most made an exception for hospitals and nursing homes, or where the work to be done involved direct services to clients. Several of those who did not refer fundraising volunteers made an exception if the fundraising was related to the United Way campaign.

Other restrictions cited by respondents included a barrier on referrals in situations involving displacement of paid workers, positions requiring a volunteer to undertake driving, and to agencies that did not have a volunteer coordinator. Although not directly stated, it is likely that most VACs follow the guidelines cited by the Houston VAC only to refer volunteers in instances that are "non-partisan, non-discriminatory, rewarding, meaningful and effectively supervised."

Most VACs reported a favorable trend in the willingness of the population to volunteer: 62% of VACs reported an opinion that the willingness to volunteer was up during the past 12-month period, 8% reported the trend was down, 29% reported the willingness as the same as usual, and 2% saw no pattern.

Hours of Operation

It is interesting to note that most VACs reported ease in volunteer recruitment. They seem to be able to recruit adequate numbers of volunteers while violating one of the primary tenets that they preach to agencies: Be easily accessible to volunteers. The overwhelming majority of VACS only are open for operation during weekdays and during regular business hours. Out of 167 VACs who reported their hours of operation, only 7 VACs reported being open at least one night per week, and only 2 reported being open on Saturday. A small number of VACs (14) reported that they were open after regular hours by appointment or in special cases. A

slightly larger number reported the use of answering services. This pattern of operation seems somewhat inconsistent with efforts to involve the "working" volunteer.

Towards A Common Name?

Over 25 different organizational names were reported by VACs responding to the survey, with Voluntary Action Center, Volunteer Bureau and Volunteer Center the most common. There is some trend toward the adoption of "Volunteer Center" as a title, spurred most by its greatly increased use in California.

VACs were divided sharply over the use of a common name. Of those responding, 62% indicated that a common name was desirable, 36% opposed a common name and 2% had no opinion. Of those who supported a common name, there were differences in what that common name should be, as shown in Table 8.

TABLE 8
A Common Name?

NAME	% VACS SUPPORTING USE
Volunteer Center	38%
Voluntary Action Center	26
Volunteer _____ (city)	12
Volunteer Bureau	9
Seven Other Miscellaneous Choices	13

Job Satisfaction

The majority of respondents cited general satisfaction with the operation of the VAC. The greatest difficulty of operation was the continuing struggle for survival. Most VAC directors would paraphrase Cecil Rhodes and lament, "So little time; so much to do; and so little to do it with."

Other major difficulties cited include effectively marketing the concept of the VAC, setting program priorities, relations with United Way, agency resistance to standards, difficulties in recruiting minorities and day-time volunteers, and working with the VAC board. Paperwork was cited as the bane of their existence, with surveys running in close competition.

Despite these complaints, most respondents seemed pleased with their situations. The most common job satisfactions were "the ability to work directly with people" and "flexibility in designing their job." This satisfaction is further evidenced by the greater than five-year average tenure of current VAC directors.

Conclusion

The above data only summarizes the results from the 1983 VAC Survey. Both responses to additional questions asked in the survey, and further refinement to questions outlined above exist. Much of this further information will be used for special studies by VOLUNTEER in the area of corporate involvement, union involvement, and VAC computer use, or in the computerized program bank, and will be made available at a later date.

Those with an interest in other areas should contact VOLUNTEER.

METHODOLOGY

The survey form was distributed during the spring of 1983. At the time the data was compiled, 169 surveys had been returned. The returned surveys represent a cross-section of the approximately 350 VACs across the country, but there appears to be a lighter response from VACs in very small population areas and from VACs with very small budgets. We still are collecting completed surveys and would appreciate receiving data from any VAC that has not yet provided it. Additional copies of the survey form are available on request from VOLUNTEER.

The results presented in the accompanying article are one of three dissemination products of the survey. Part 2 consists of data concerning the position of VAC executive director (salary, background, attitudes). Due to the confidential nature of this information, it is only being made available to VACs. Part 3 of the survey consists of a computerized data bank of program information, i.e., which VACs operate which programs. This data bank will begin operation in March 1984 and will be accessible by telephone through VOLUNTEER. Use will be restricted to VAC Associates of VOLUNTEER.

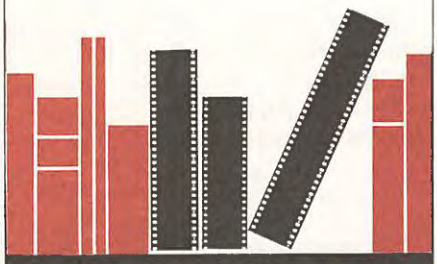
For further information about the survey, contact Steve McCurley at VOLUNTEER, (703) 276-0542.

THE SUGGESTION BOX

The following list is a partial compilation of the "best new ideas" submitted by the VAC survey respondents:

1. VAC branch offices on colleges
2. Area-wide media campaigns for National Volunteer Week publicity
3. Libraries as recruiting sites
4. Charging a fee for court referral services
5. Working with corporations
6. Volunteer pep rally during National Volunteer Week—one balloon released for each donated hour of service in the community
7. Ads on cable TV
8. Short-term projects calendar mailed to regular volunteer pool
9. Skillsbank
10. Advertising on buses
11. Having volunteers operate recruitment and referral operation
12. Cosponsoring training events with other groups
13. Contracting with municipalities
14. Computers
15. PR help donated by local Ad Council
16. Good Egg of the Week Award announced on radio
17. Human Race fundraiser
18. Recruiting unemployed persons as volunteers
19. Forming a singles group to do volunteer projects
20. Recruiting local business school students to do VAC clerical work

Tool Box



Compiled by Donna Hill

Charitable Giving and You. Channing L. Bete Co., Inc., Dept PR, 200 State Road, South Deerfield, MA 01373. 1983. 16 pp. 39 cents for 100 copies (minimum order). Quantity discounts more than 100 copies.

Aimed at the individual prospective donor, this booklet explains the continued need for charitable giving, the advantages of giving for both the donor and the recipient and how to be an "informed" donor.

Vocational Education for Immigrant and Minority Youth. National Center for Research in Vocational Education, The Ohio State University, 1960 Kenny Road, Columbus, OH 43210. 1983. 49 pp. $4.25.

This new publication looks at the unique problems immigrant and minority youths have as they struggle to attain a sense of personal competence and identity in the mainstream American work world. Suggestions address the need for bilingual education, individualized instruction base on learning styles, multicultural curricula and culture-fair testing and accessibility of programs and teachers to all students.

Displaced Workers: A Challenge for Voc Ed. Donald M. Clark, National Center for Research in Vocational Education, The Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210. 1983. 37 pp. $4.25.

Donald M. Clark writes that the major part of the solution for returning displaced workers to productive, permanent employment lies in getting industry and vocational education to work togetber more closely. Tbe paper recommends a variety of ways to accomplish these aims.

Fund-Raising Ideas and Techniques. Fund-Raising Institute, Box 365, Ambler, PA 19002. 1983. 24 pp. Free.

A catalog of 18 FRI publications, designed to help executives of nonprofit organizations meet fund raising needs.

Help Volunteers Help You. Volunteer Center of the Greater Pomona Valley, Inc., 260 S Garey Ave., Room 202, Pomona, CA 91766. $60 (includes $30 rental deposit that is refunded on return of tape).

A 13-minute videotape for staff people who work with volunteers. It guides them through their misconceptions and into an understanding of what volunteering is and how to treat a volunteer.

Handbook for Auxiliary and Volunteer Leaders. Pennsylvania Association of Non-Profit Homes for the Aging, P.O. Box 698, 1200 Camp Hill Bypass, Camp Hill, PA 17011. 1983. 53 pp. $6.

A comprehensive guidebook, designed to aid volunteers and auxilians who serve in long-term care settings, provides step-by-step instructions on implementing a volunteer program, tips for recruiting volunteers and suggestions for task assignments. Also includes sample volunteer job descriptions, auxiliary bylaws, a glossary of relevant medical terms and a resident's bill of rights.

The Foundation Center: Publications and Services. The Foundation Center, 888 Seventh Ave., New York, NY 10106. 1983. 22 pp. Free.

A pamphlet that describes publications for grant seekers and others interested in corporate and foundation giving, and the services of the Foundation Center, a national service organization that provides a single authoritative source of information on philanthropic giving.

Fundraising and Nongrant Support Package. Grantsmanship Center News, 1031 South Grand Ave., Los Angeles, CA 90015. $14.95.

A series from *Grantsmanship Center News* on fundraising aspects. Titles include "Profit Making by Non-Profits," "Federal Surplus Property," "Public Relations for Non-Profits" and "Volunteers from Business."

Humor: The Tonic You Can Afford. A Handbook on Ways of Using Humor in Long-Term Care. Andrus Volunteers, Ethel Percy Andrus Gerontology Center, University of Southern California, University Park/MC-0191, Los Angeles, CA 90089. $6.50 plus $1 postage and handling. (California residents add 42 cents sales tax.)

A booklet designed for use by workers in long-term care facilities or with homebound individuals. It compiles ideas and guidelines developed during a demonstration project that explored the therapeutic use of humor as an intervention technique to help older adults who can no longer maintain their independence to enjoy more fully their later years by promoting or rediscovering their sense of humor.

Alcoholism and Related Subjects. Thomas W. Perrin, Inc., P.O. Box 423, Rutherford, NJ 07070. 1983. Free.

A publication listing of materials on alcoholism and related subjects. Includes prices and order form.

COA Review: The Newsletter About Children of Alcholics. Thomas W. Perrin, Inc., P.O. Box 423, Rutherford, NJ 07070. $26 for 18 issues; $18 for 12 issues; $9.50 for 6 issues.

A monthly newsletter on trends and information about children of alcoholics.

Who Me—A Leader? Andrus Volunteers. Ethel Percy Andrus Gerontology Center, University of Southern California, University Park/MC-0191, Los Angeles, CA 90089. $12.50 plus $1.75 postage and handling.

A workbook designed for use by older adults who work with other senior adults. It describes ten workshops, such as "Leadership By and For Older Adults," "Community Resources for Older Adults," and "Gerontology—An Overview." Specific sections in the workbook facilitate teaching and learning; suggest activities, information and resources; and clarify, enrich and extend material covered in the workshops.

Credit Courses in Volunteer Administration in Community Colleges. Don Patterson. The Center for Volunteer Development, Virginia Cooperative Extension Service, Virginia Polytechnic Institute and State University, Blacksburg, VA 24061. $3.

A research paper that defines the need for courses in volunteer administration and proposes a number of courses for a volunteer management certificate program.

Volunteer to Career: A Study of Student Volunteerism and Employability. New York City Voluntary Action Corporation, Dept. P, Mayor's VAC, 61 Chambers St., New York, NY 10007. 1983. $4.50.

A report of a survey of 144 firms and private ageucies on student volunteerism and employability. Survey results indicate a definite transferability of skills and competencies gained by college students as volunteers.

Older Workers: What Voc Ed Can Do. National Center for Research in Vocational Education, The Ohio State University, 1960 Kenny Road, Columbus, OH 43210. 1983. 53 pp. $4.95.

This monograph offers insights and suggestions for how vocational education can meet the training needs of older workers, who will become increasingly important to the economy as the youth population shrinks. It recommends ways for vocational educators to cooperate with employers, government, community service agencies and other groups to support legislation and training programs targeted to this neglected source of productive workers.

The Community Garden Book. Gardens for All. 180 Flynn Ave, Burlington, VT 05401. 1983. 136 pp. $8.95 (paper).

A how-to book for anyone who wishes to start or improve a community garden program. Chapters include "Sponsoring Organization and Planning," "Paying Your Way," "Land: Getting It and Keeping It," "Site Design," "New Directious for Community Gardens." Contains over 100 photos, 16 illustrations.

Building Basic Skills: The Dropout. The National Center for Research in Vocational Education, Publications Office, 1960 Kenny Road, Columbus, OH 43210. 1983. 58 pp. $5.75.

A booklet that shows the correlation between high-school dropouts and their retention of basic skills. It identifies the characteristics of the dropout and potential dropout, and includes samples of current programs designed to improve basic skills acquisition and recommendations for improving basic skills instruction programming.

60 Ways to Save Money on Newsletters. Polly Pattison and Mark Beach. Coast to Coast Books, 2934 N.E. 16th Ave., Portland, OR 97212. 1983. 12 pp. $2. Quantity discounts available.

This booklet is designed to help editors with some experience to save money in the publication of newsletters. It discusses seven aspects of newsletter production: management, editorial design, art (graphics and photography), typography, pasteup and printing.

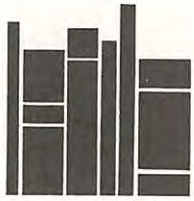
Cooperative Rural Planning. Elizabeth Redfield Marsh. The Temporary State Commission on Tug Hill. 1981. 147 pp. $11.45. Order from: B. Adler, Hoffman Road, Holland Patent, NY 13354.

Discusses the struggles of Tug Hill residents to preserve the natural resources of this sparsely settled area in north central New York, and their efforts to stop state-imposed land use regulation.

Building Your Alumni Program. CASE Publications Order Department, Box 298, Alexandria, VA 22314. 1980. 122 pp. $14.50.

A handbook offering 85 articles written by the pros on every aspect of alumni program administration. Chapters cover association management, finances, activities, chapters and clubs, continuing education, alumni travel, volunteers, student programs and recordkeeping.

Books



'Meaning Well Is Not Enough'

By Michael King

MEANING WELL IS NOT ENOUGH: PERSPECTIVES ON VOLUNTEERING. By Jane Mallory Park. Groupwork Today, Inc., PO Box 258, S. Plainfield, NJ 07080, 1983. 222 pp. $8.95.

WHAT A GREAT TITLE FOR A book on volunteering. In an age when volunteering is "growing up," we are obsessed with proving to the world that our field has become more sophisticated and demanding. It is not enough just to want to "do good" but you have to "do good" well . . . oh, well.

What I am trying to say is that we constantly project an image and expectation of excellence on today's volunteers. "Thou shalt not be condescending" is our motto. This is actually a positive force in our field and should be encouraged; therefore, no title for a book on volunteering in this day and age could be more on target or catchier than *Meaning Well Is Not Enough*. The unfortunate truth, however, is that the title is probably the most striking aspect of the book. While this is a well-intentioned and well-researched attempt to give profound commentary on the state of volunteering, it appears the approach was too ambitious.

The writer, Jane Mallory Park, has extensive experience on levels of volunteerism and obviously has given thoughtful consideration to numerous aspects of the field. The problem lies with the tendency to be quite general on all topics and cover several aspects of volunteering rather than narrowing the focus and being more specific and detailed in her analysis. The topics covered include a historical perspective, the lady bountiful image, policy volunteering, operations volunteering, acknowledging volunteers and vision volunteering. While I could not disagree with anything stated in any of these sections, I can't say that I was exposed to much new information either.

The truisms and philosophies espoused tend to be general and somewhat basic, such as stating that the IRS income tax deduction for volunteer mileage should probably be reviewed in light of the discrepancy with the business rate and then moving on to another topic rather than analyzing this one further. For at least three years this issue has been in the hearts and minds of volunteers as legislation has been introduced before both houses of Congress. It carries both financial and symbolic ramifications for volunteers across the country. The volunteer mileage bills have been the most talked about and written about pieces of volunteer legislation in the past several years. It seems to me that a commentary on this issue deserves a more detailed analysis of the potential impact and interest from the field.

This is not to say that this book is totally without value. It does provide a broad overview of the field and would give a newcomer a sense of perspective on the changes volunteering has experienced through the years. College students might gain some insight by reading this book prior to embarking on a volunteer experience. Some interesting historical data is explored even though it is covered in general terms, and unlike Susan Ellis and Katherine Noyes' *By the People*, it does not utilize many specific historical events or facts to keep the reader's interest.

As I stated earlier, any one of the chapters would have made a great book. In fact, entire books have been written about most of those topics (history of volunteering, board volunteers, operations volunteers, etc.). Park was very ambitious in attempting to cover them all in one book. The result is a broad brush stroke that fails to reveal any new or striking commentary. While I admire the courage this author displayed in this ambitious undertaking, as the title states, meaning well is not enough.

Mike King is the director of the Dallas Volunteer Center and a member of VOLUNTEER's board of directors.

COMING ATTRACTIONS

- *Observations on Supervising Volunteers*
- *Involving the Handicapped In Volunteering*
- *A Profile of the Volunteer Driver*
- *Guest Editorial by AVA President Laura Lee Geraghty*
- *How to Figure the Value of Volunteer Time (Updated)*

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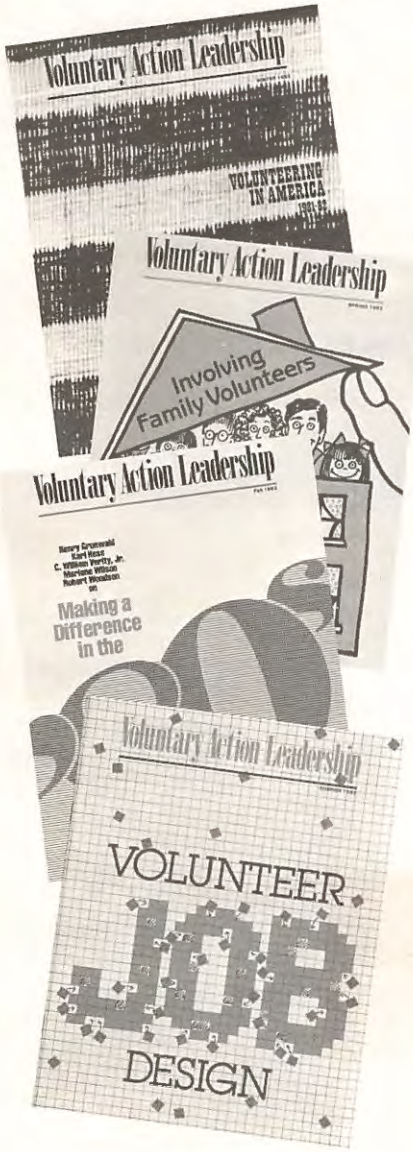

Published 4 times a year, each issue of **Voluntary Action Leadership** magazine contains regular columns on volunteer legislation, communications techniques, reviews of the latest books on volunteer program management, a calendar of workshops and conferences on volunteering and volunteer administration, and a resource listing of inexpensive how-to materials.

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Calendar

The **Calendar** lists upcoming events that may be of interest to our readers. Inclusion, however, does not constitute endorsement by VOLUNTEER.

April 23-26 — **Asilomar, Calif.:** *Alliance of Information and Referral Systems Annual Conference*
"Looking Inward, Moving Outward" is the theme of AIRS' annual conference retreat for people who work with agencies and programs that provide information and referral to strengthen professional networks and expand resources through advocacy and technology.
Contact: AIRS Conference Retreat '84, Carol Williams Bryant, c/o California State Library, PO Box 2037, Sacramento, CA 95809, (916) 323-4400.

May 6-12 — **Nationwide:** *National Volunteer Week*
Sponsor: VOLUNTEER: The National Center for Citizen Involvement, 1111 N. l9th St., Room 500, Arlington, VA 22209, (703) 276-0542.

June 6-8 — **University Park, Pa.:** *1984 Pa. Statewide Symposium on Volunteerism and Education*
The theme of this annual meeting is "New Frontiers: The Changing Volunteer Market." Sue Vineyard will be the keynote speaker. Workshops on children as volunteers (led by Susan Ellis), elderly as volunteers, students as volunteers, corporate volunteering, volunteering in the criminal justice field. Also, a major topic will be development of a statewide organization.
Contact: Mary Ann Solic, Conference Center, J. Orvis Keller Building, Penn State University, University Park, PA 16802.

June 17-21 — **New Haven, Conn.:** *The 1984 National Conference on Citizen Involvement*
VOLUNTEER's annual conference returns to the East Coast at Yale University. Brochure available.
Contact: Kris Rees Daly, VOLUNTEER, 1111 N. 19th St., Room 500, Arlington, VA 22209.

July 8-13 — **Boulder, Colo.:** *First-Level Volunteer Management Workshop*
A one-week course for individuals who are relatively new to the profession, which offers students the "nuts and bolts" of volunteer management. Specific skills instruction in management, creative program design, interviewing, motivating, recruiting, training, evaluating volunteers.
Contact: Office of Conference Services, Campus Box 454, Boulder, CO 80310, (303) 492-5151.

Oct. 14-17 — **Asheville, N.C.:** *The 1984 National Conference on Volunteerism*
Sponsor: Association for Volunteer Administration (AVA), PO Box 4584, Boulder, CO 80306, (303) 497-0238.

Nov. 12-16 — **Boulder, Colo.:** *Third-Level Volunteer Management Workshop*
One week of highly concentrated, in-depth learning experiences in a specific topic area, such as survival skills for managers, innovative volunteer program models, training of trainers.
Contact: Office of Conference Services, Campus Box 454, Boulder, CO 80310, (303) 492-5151.

VOLUNTEER: The National Center for Citizen Involvement
1111 N 19th Street, Room 500, Arlington, VA 22209

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